

REDESIGN OF THE INSTITUTIONAL ARMY

Phase II Final Report

Volume II Appendices

A - G

March 1999

FORCE

XXI

DISTRIBUTION STATEMENT A
Approved for Public Release
Distribution Unlimited

19990712 086

DTIC QUALITY INSPECTED 4



**INSTALLATION MANAGEMENT
(BASOPS)
FUNCTIONAL AREA ASSESSMENT
(FAA)**

**Vice Chief of Staff of the Army
11 Jun 96**

FORSCOM



AGENDA

- ⇒ **INTRODUCTION**
- **COMMAND AND CONTROL**
- **SERVICE DELIVERY METHODS**
- **TOOL BOX**
- **INHIBITORS**
- **RECOMMENDATIONS**



MAGNITUDE OF BASOPS ISSUE

BASOPS: THE COMMAND AND CONTROL STRUCTURE AND INSTITUTIONAL SERVICES ON AND OFF POST, REQUIRED TO SUPPORT THE ARMY.

FORT HOOAH

BASOPS: \$10B

ALL OTHER: \$53B

212 INSTALLATIONS
8 TYPES OF INSTALLATIONS

OMA

MPA

16% OF ARMY
BUDGET

\$10B*

122 SERVICES

RDT&E

AFH

82,704 CIV/MIL*



*Does not include NAF, OMAR, OMNG, MILCON, DERA

FORSCOM



TYPES OF INSTALLATIONS

POWER PROJECTION

BRAGG
HOOD
LEWIS
etc.

SCHOOL/ POWER PROJECTION

BENNING
BLISS
SILL
etc.

SCHOOL

USMA
USAWC
LEAVENWORTH
etc.

USARC

MAJOR - DIX
SUB-POST - HUNTER
LIGGETT
ENCLAVE- DEVENS
CENTERS

ADMIN

MCPHERSON
MONROE
MYER
etc.

INDUSTRIAL BASE

ROCK ISLAND
ANNISTON
etc.

COMBAT TRAINING CENTER

IRWIN
POLK
etc.

NATIONAL GUARD

CHAFFEE
CAMP BLANDING
etc.

FORSCOM



MISSION

- IDENTIFY THE MOST EFFECTIVE BASOPS COMMAND AND CONTROL ORGANIZATION THAT WILL ENABLE THE ARMY TO OPTIMIZE THE MANAGEMENT AND EXECUTION OF BASOPS SERVICES
- DETERMINE THE OPTIMUM METHOD FOR DELIVERY OF BASOPS SERVICES FOR THE TOTAL ARMY (ACTIVE, USAR, ARMY NATIONAL GUARD) TO ACHIEVE SUBSTANTIAL IMPROVEMENTS IN CRITICAL PERFORMANCE MEASURES SUCH AS COST, QUALITY, SERVICE AND SPEED

FORSCOM



SCOPE

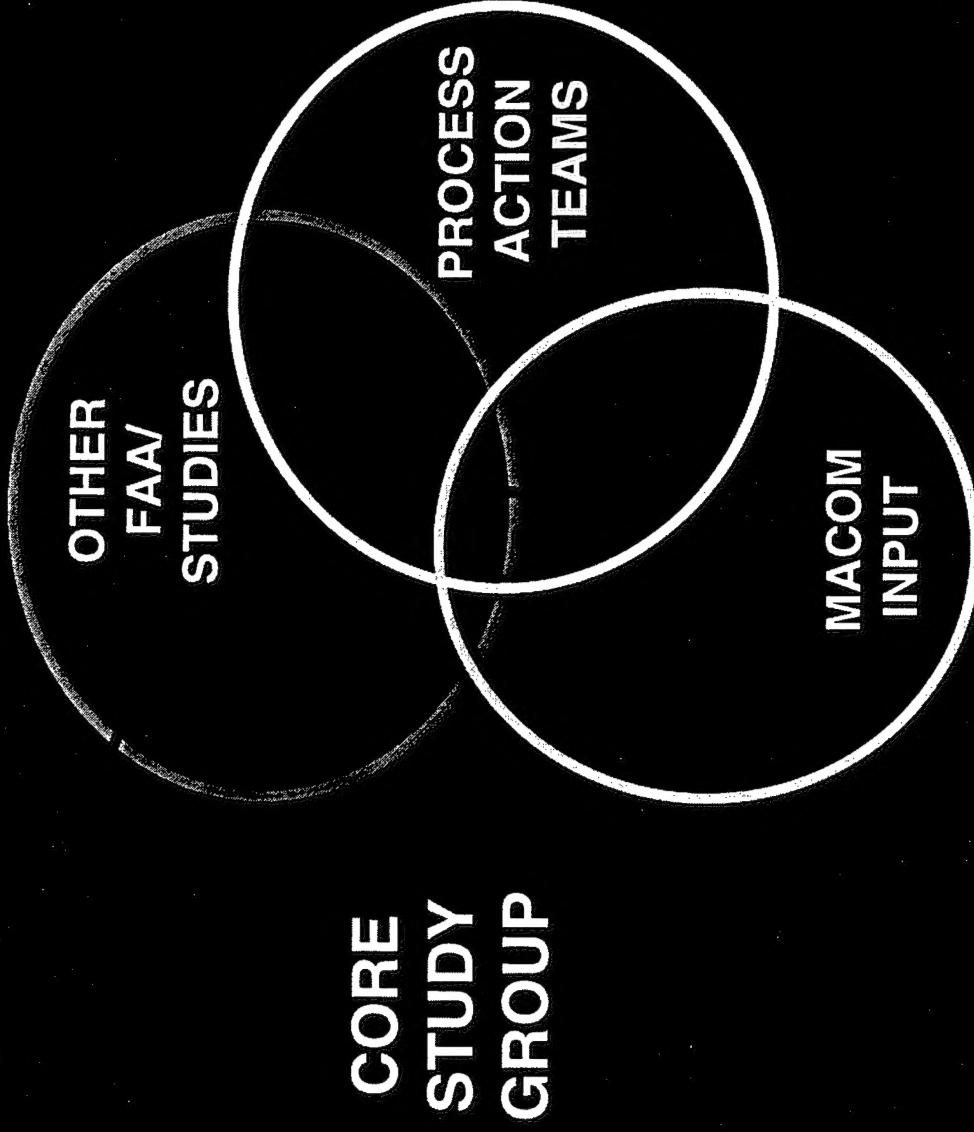
THE FAA WILL:

- ANALYZE ALL BASOPS SERVICES
- EXAMINE ACTIONS WHICH WILL SAVE RESOURCES AND PROVIDE AN ACCEPTABLE LEVEL OF SERVICE
- IDENTIFY THE LEVEL BEST SUITED FOR OPTIMUM EXECUTION OF INSTALLATION MANAGEMENT/BASOPS SERVICES
- CONSIDER ALL COMPONENTS AND TYPES OF INSTALLATIONS
- FOCUS ON CONUS - CONSIDER OCONUS IMPLICATIONS

FORSCOM



ANALYSIS STRUCTURE



FORSCOM



PROCESS ACTION TEAMS

- Chartered for specific, narrow focus issues
- Issues identified by other FAAs or proponent

FAA

- DPW/USACE Partner
(Construct FAA)
- Contracting DOL Operations
(Equip/Supply/Maintain FAA)

PROONENT

- Off Post Support (AR 5-9)
- Army Housing Corp
- USAR Installations
- Quality of Life
- BASOPS Requirements
- Services Prioritization

Membership: SMEs, garrison CDRs, HQDA staff, installation staffs, MACOMs, USAR, NGB, USAAA, proponents, and customers

FORS COM



MEETINGS/BRIEFINGS

WHO AND WHEN:

- ASA (IL&E) - 24 JAN 96
- DOD COMMANDERS CONFERENCE - 30 JAN-1 FEB 96
- BASOPS FAA STRATEGY SESSION - 6-8 FEB 96
- FT CARSON - 14 FEB 96
- ARMY AUDIT AGENCY - 14 FEB 96
- VTC OACSIM - 14 FEB 96
- CSA - 29 FEB 96
- JOHNSON CONTROLS - 1 MAR 96
- VTC NGB - 6 MAR 96
- USARC - 11 MAR 96
- CEAC AND CALIBRE SYSTEMS - 12 MAR 96
- AMC - 13 MAR 96
- MDW - 14 MAR 96
- TRADOC - 15 MAR 96
- DEPUTY ASA (M&RA) - 22 MAR 96
- FT CAMPBELL - 26 MAR 96
- USAREUR - 27, 28 MAR 96
- FC GARR CDRS CONF - 3, 4 APR 96
- ASA IL&E - 3 APR 96
- BASOPS FAA TO INST. ARMY GOSC - 16 APR 96
- GEN (R) RISCASSI - 22 APR 96
- DEPUTY ASA (M&RA) - 17 MAY 96.
- CARSON & ASSOC - 20 MAY 96
- ASA (M&RA) - 29 MAY 96
- ACSIM - 29 MAY 96
- ASA (IL&E) - 30 MAY 96
- MACOM VTC - 3 JUN 96

FORS COM



AGENDA

- INTRODUCTION
- ⇒ COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- TOOL BOX
- INHIBITORS
- RECOMMENDATIONS



Command and Control Options

AS

IS

REMOVE

MACOMS

FROM

BASOPS

(REGIONAL
STRUCTURE?)

REDUCE

HQDA

BASOPS

ROLE

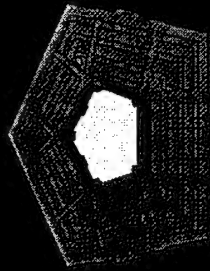
BASOPS

COMMAND

FORSCOM



"AS IS"



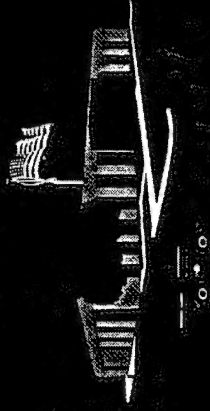
HQDA



MACOM



FORT HOOAH



INSTALLATION

Description:

- A. Traditional command and control structure
- B. Army-wide policy and resource distribution set by HQDA; Priority, guidance, oversight and implementation by MACOM; Executed by installation
- C. HQDA involved in some operations (MWR, environmental, etc.)

Command & Control: Garrison commander works for installation commander

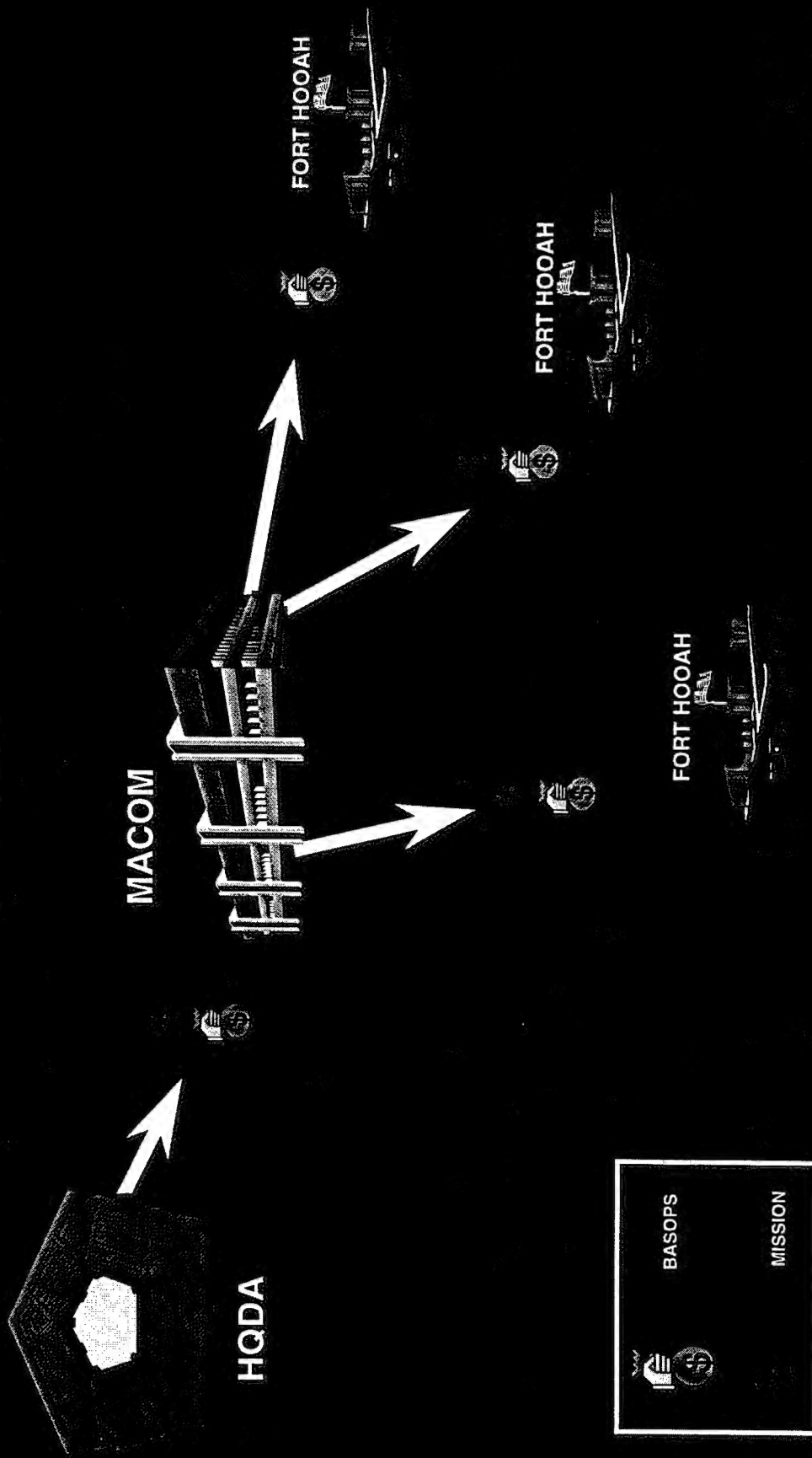
Ownership: Garrison/installation property is owned by MACOM

OPTEMPO/QOL Balance: Installation CDR receives all resources and achieves balanced program. Responsibility and authority coincide.

FORSCOM



"AS IS" FUNDING FLOW



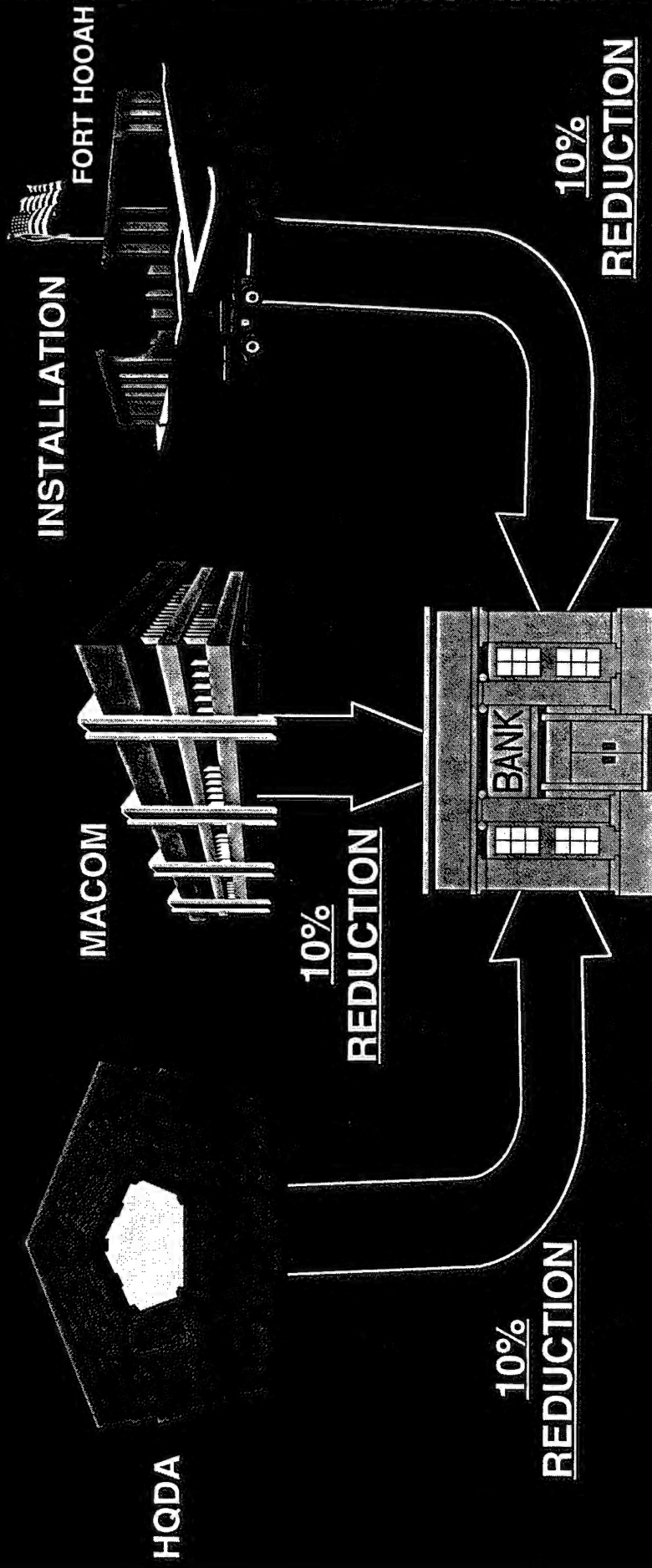
FORSCOM



"AS IS" RESOURCE DISTRIBUTION

PREMISE:

- 10% C2 REDUCTION IN FTE
- MOST SAVINGS GARNERED FROM CHANGING SERVICE DELIVERY METHODS



FORSCOM



"AS IS"

ADVANTAGES

- Authority and responsibility are with the chain of command
- Can migrate dollars to achieve balance
- Acceptable span of control
- It works
- BASOPS mission aligned w/tactical mission
- No culture change
- Can regionalize, privatize based on METT-T

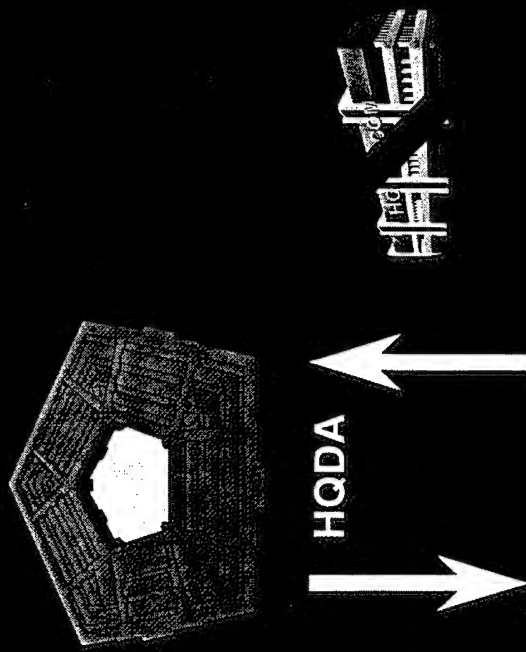
DISADVANTAGES

- Will not generate significant C2 savings
- Must accept some degree of non-standardization
- Limits opportunity for Army-wide reengineering

FORS COM



REMOVE MACOM FROM BASOPS



Description:

- A: The MACOMs are removed from BASOPS chain.
- B: Chain of Command is HQDA direct to installations.
- C: Policy, resource distribution, priority, guidance, oversight and implementation by HQDA; Execution by installation

Command & Control:

- A. Garrison commander works for OACSIM (or regional HQs)
- B. Garrison commander is the installation CDR
- C. All units on installations are tenants

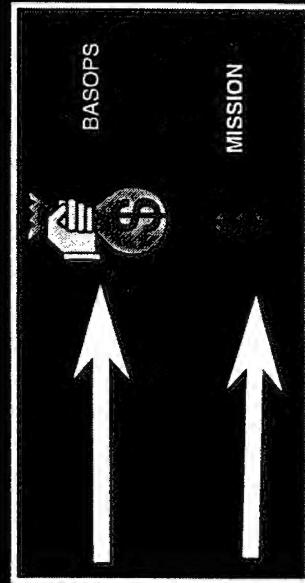
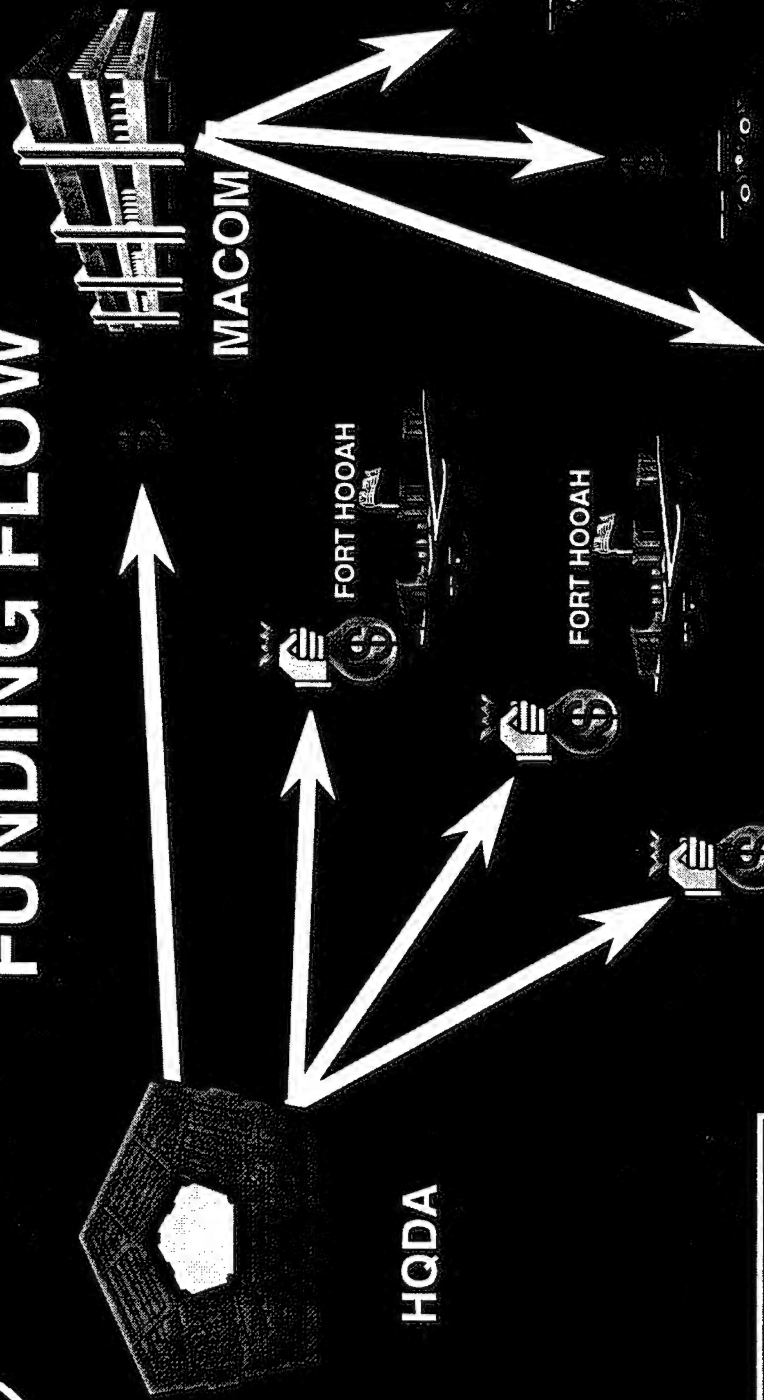
Ownership: All garrison/installation property is owned by OACSIM

OPTEMPO/QOL Balance: OACSIM figures split for all. OACSIM establishes the priorities

FORSCOM



REMOVE MACOM FROM BASOPS FUNDING FLOW



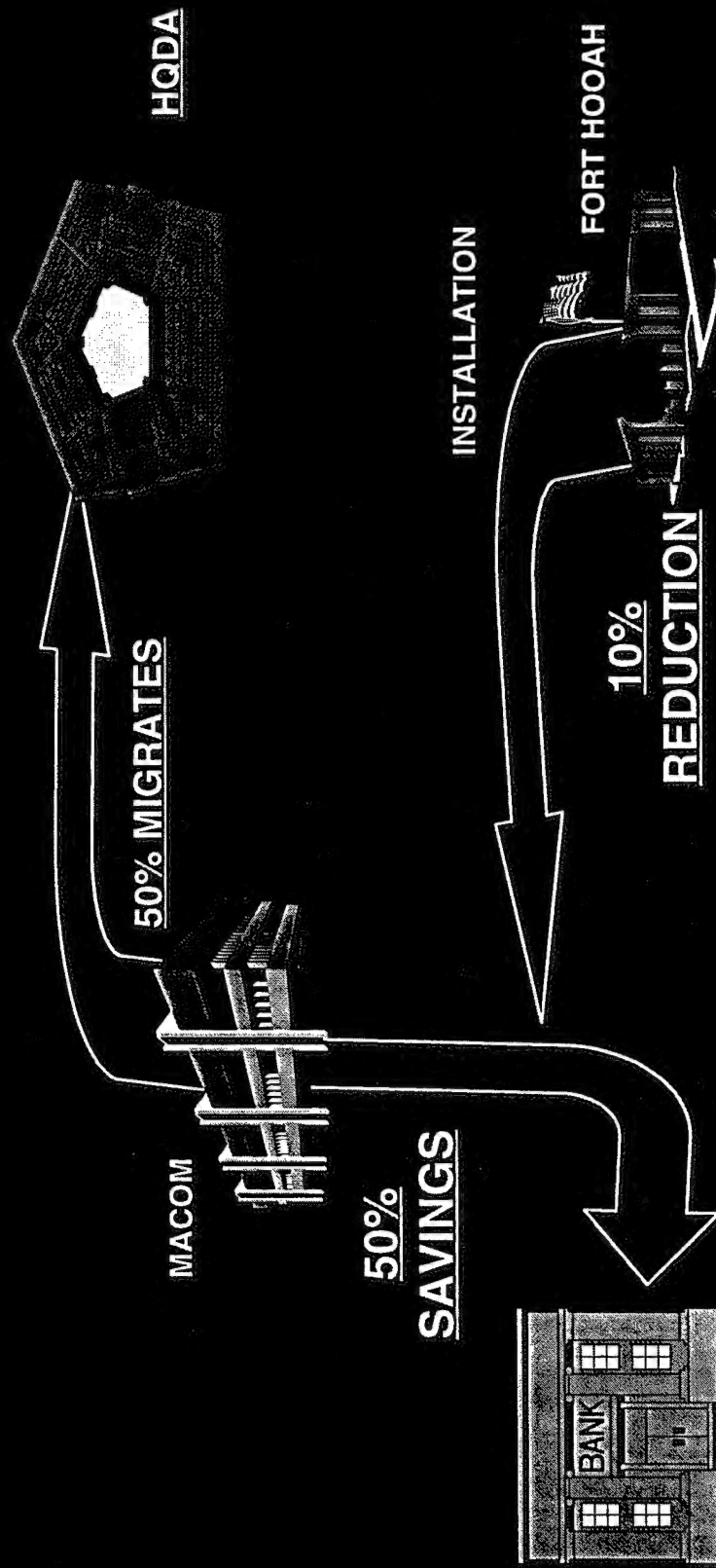
FORSCOM



REMOVE MACOM FROM BASOPS RESOURCE DISTRIBUTION

PREMISE:

- 10% C² REDUCTION IN FTE
- 50% MIGRATES TO HQDA TO HANDLE INCREASED WORKLOAD - INCL REGIONS?
- 50% SAVINGS (PERSONNEL/DOLLARS) FROM MACOM



FORSCOM



REMOVE MACOM FROM BASOPS

ADVANTAGES:

- MACOMs concentrate effort on fewer core competencies
- Saves overhead
- More standardized policy
- Economies of scale may be more achievable

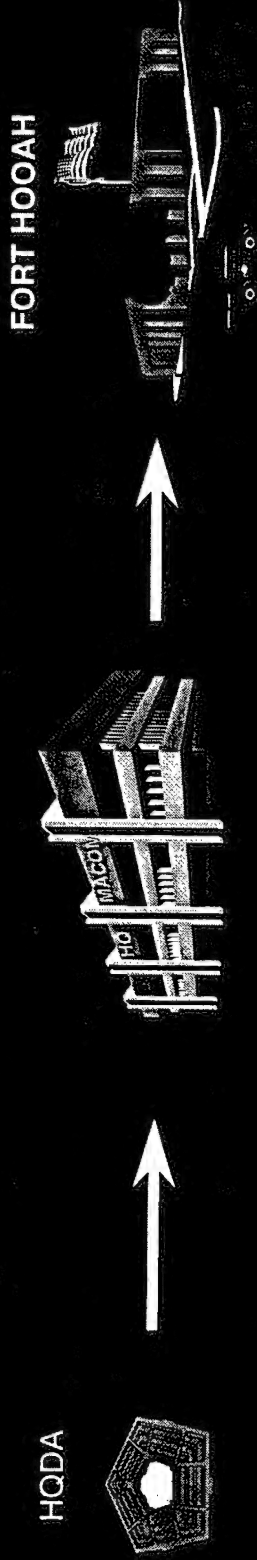
DISADVANTAGES:

- Authority and responsibility not with the chain of command
- Difficult to migrate funds
- Prohibitive DA span of control
- Creates a dual chain of command
- Limits caring aspects of command
- Loss of MACOM ability to influence action
- Major culture change
- Could separate BASOPS from the “readiness” equation
- Responsiveness may suffer

FORSCOM



REDUCE HQDA BASOPS ROLE



Description:

- A. Traditional command and control structure
- B. Army-wide policy and resource distribution set by HQDA; Priority, guidance, oversight and implementation by MACOM; Executed by installation
- C. Removes HQDA from operational aspects of BASOPS (MWR, environmental, etc.)

Command & Control:

- A. Garrison commander works for the installation commander
- B. Tenants' relationship unchanged

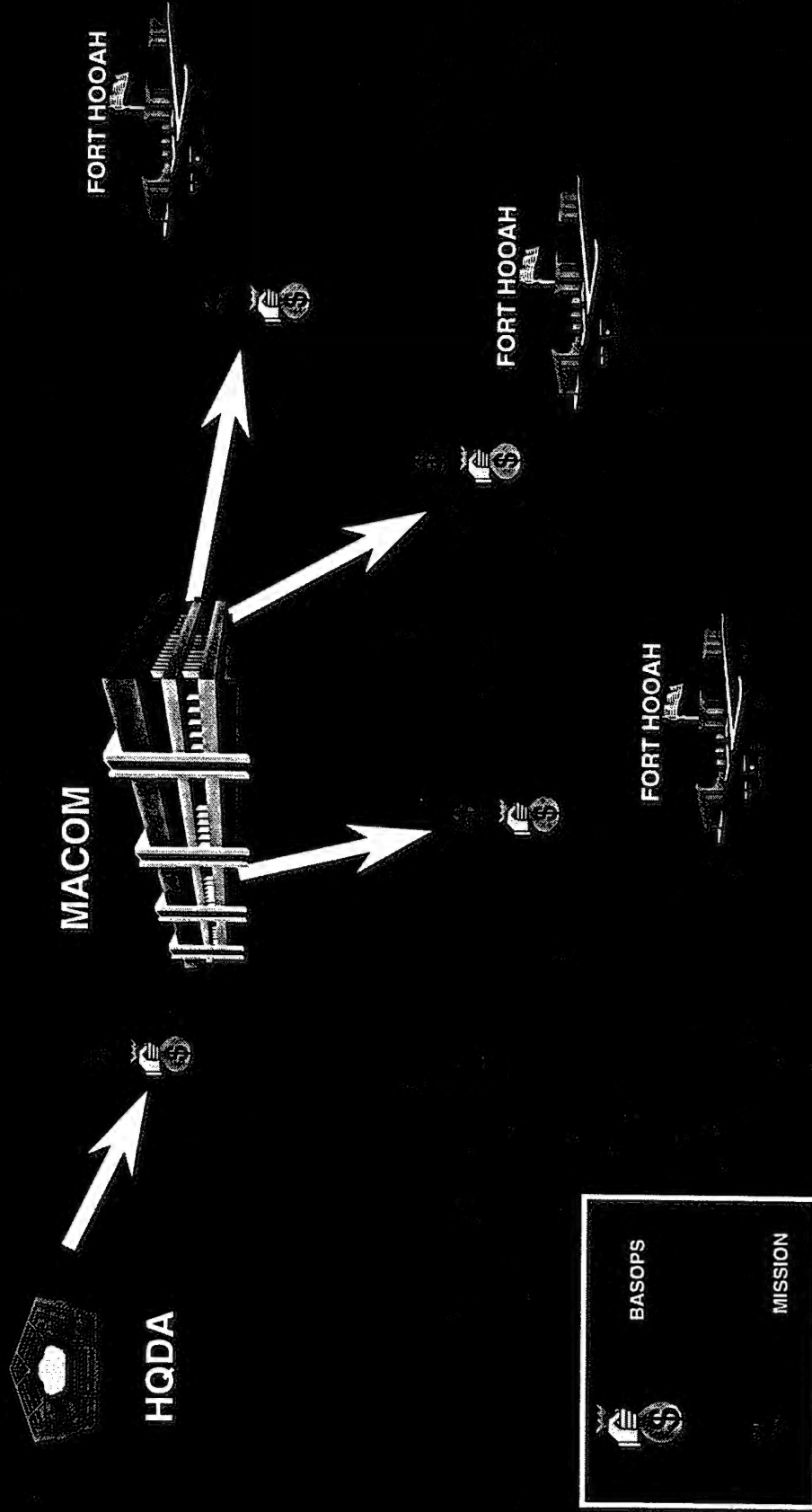
Ownership: All garrison/installation property is owned by MACOM

OPTEMPO/QOL Balance: Achieved by installation commander.

FORSCOM



REDUCE HQDA BASOPS ROLE FUNDING FLOW

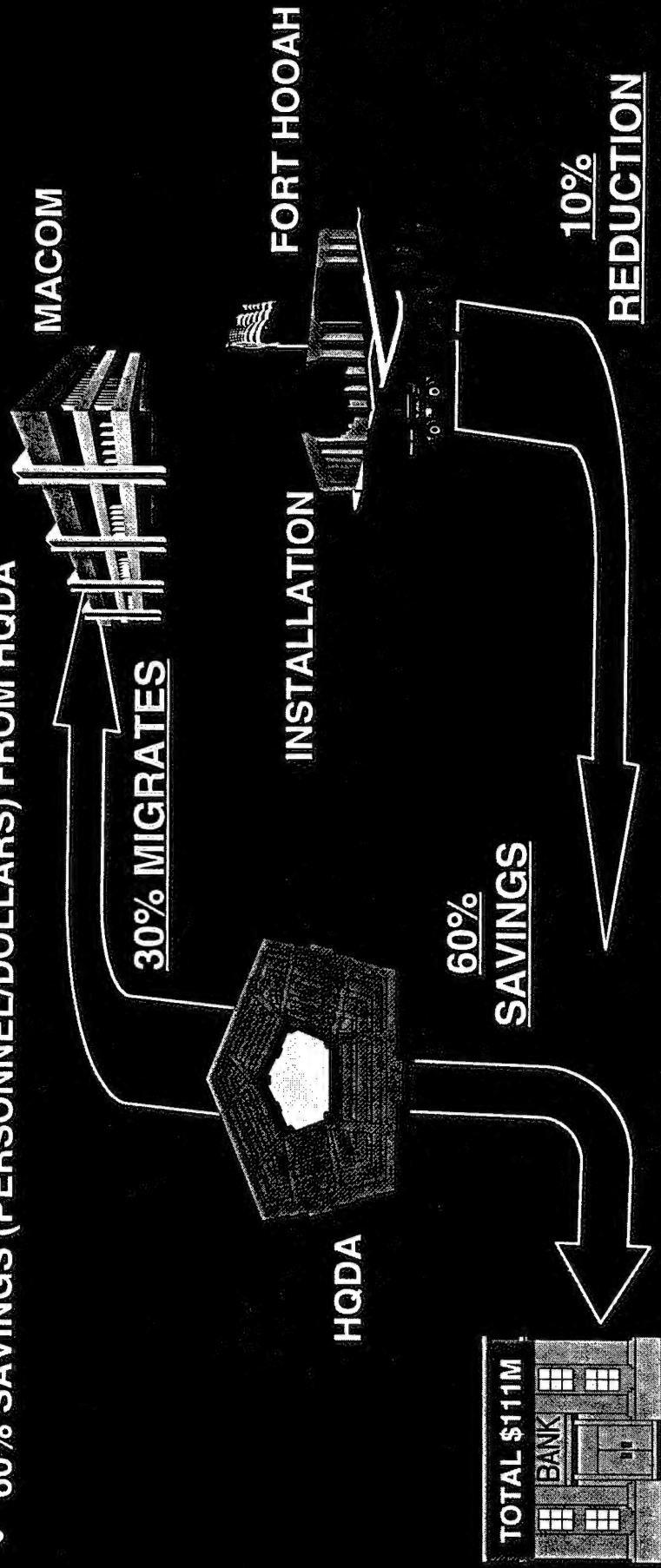




REDUCE HQDA BASOPS ROLE RESOURCE DISTRIBUTION

PREMISE:

- 10% C² REDUCTION IN FTE
- RETAINS 10% AT HQDA
- 30% MIGRATES TO MACOM TO HANDLE INCREASED WORKLOAD
- 60% SAVINGS (PERSONNEL/DOLLARS) FROM HQDA



FORSCOM



REDUCE HQDA BASOPS ROLE

ADVANTAGES:

- Relates to CORM results
- Authority and responsibility are with chain of command
- Can migrate funds
- Will reduce HQDA/FOA staffs
- Maintains link between mission and BASOPS
- MACOMs have greater latitude in BASOPS
IAW DA Pam 100-xx
- Business decisions closer to operations
- Supports "power down" philosophy

DISADVANTAGES:

- Increases MACOM BASOPS responsibilities
- Must accept some non-standardized operations
- Culture change

FORSCOM



BASOPS COMMAND

Description:

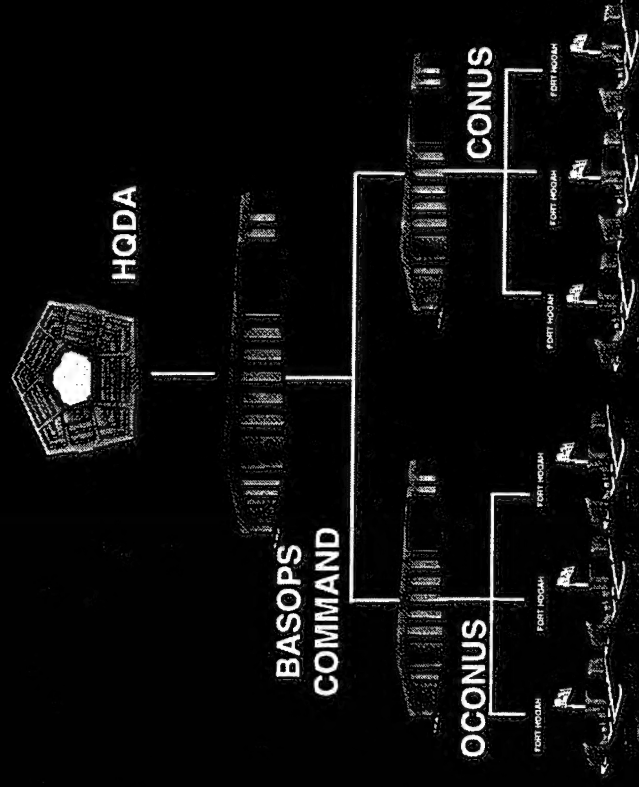
- A. Separate MACOM solely responsible for BASOPS
- B. Includes CFSC and other FOAs
- C. Army-wide policy and resource distribution remains with HQDA

Command & Control:

- A. HQDA through BASOPS Command to garrison commanders
- B. Garrison commander works for BASOPS commander
- C. Garrison commander is the installation commander
- D. All units/organizations are tenants on installations

Ownership: All garrison/installation property is owned by BASOPS Command

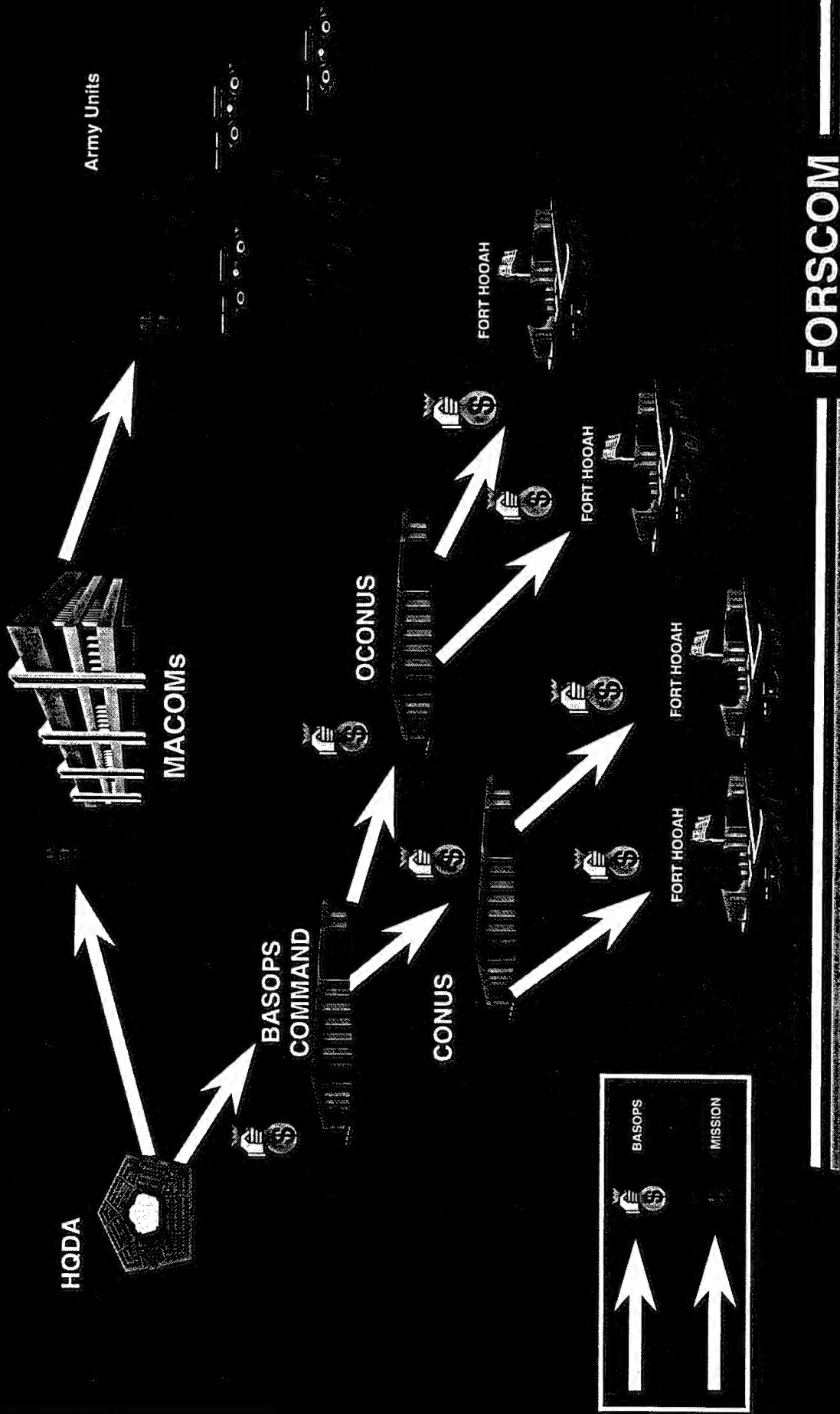
OPTEMPO/QOL Balance: Must be done at DA level. Senior officer at installation cannot achieve balance.



FORSCOM



BASOPS COMMAND FUNDING FLOW



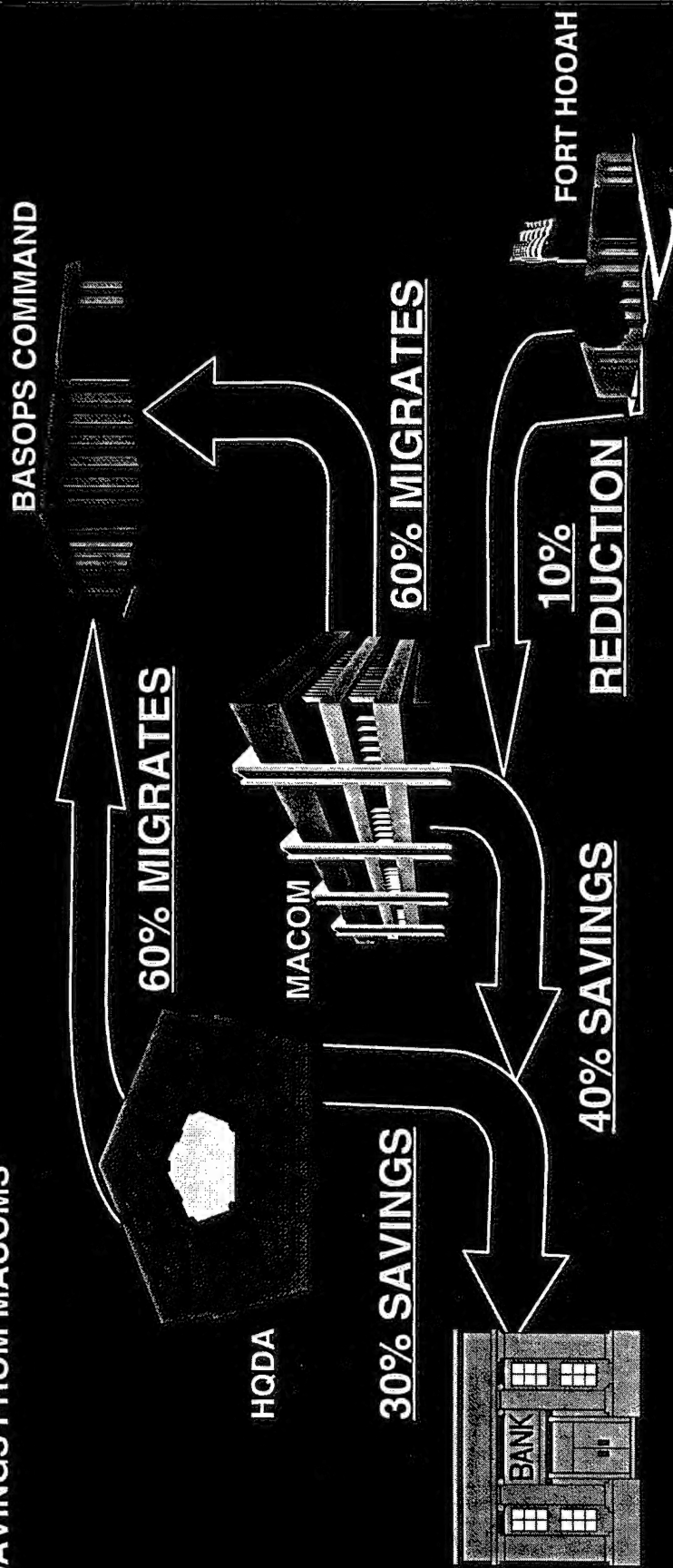
FORS COM



BASOPS COMMAND RESOURCE MIGRATION

PREMISE:

- 10% C2 REDUCTION IN FTE
- HQDA RETAIN 10% FOR LIAISON, MONITOR, ETC
- 60% FROM MACOM AND HQDA MIGRATES TO BASOPS COMMAND
- 30% SAVINGS (PERSONNEL/DOLLARS) FROM HQDA
- 40% SAVINGS FROM MACOMS



FORSCOM



BASOPS COMMAND

ADVANTAGES:

- Sole emphasis & focus on BASOPS
- Enables other MACOM CDRS to focus on fewer core competencies
- Establishes the BASOPS mission as co-equal with other major Army missions
- Reduces overhead
- Standardizes operations
- Facilitates best business practices Army-wide

DISADVANTAGES:

- Senior commander on post cannot balance mission, BASOPS, QOL
- Authority and responsibility not with chain of command
- Difficult to migrate funds
- Large span of control - creates regional HQ
- Substantial dollar costs to stand up
- Establishes new stovepipe command
- Major cultural change
- Could separate BASOPS from the "readiness" equation

FORSCOM



ADVANTAGE/DISADVANTAGE COMPARISON

ADVANTAGES/DISADVANTAGES	AS IS	REMOVE MACOM	REDUCE HQDA ROLE	BASOPS COMMAND
CHAIN OF COMMAND				
AUTHORITY & RESPONSIBILITY	+	-	+	-
COMMANDER CAN BALANCE \$\$	+	-	+	-
SPAN OF CONTROL	+	-	+	-
ACHIEVE SAVINGS	-	+	+	+
POLICY STANDARDIZATION	-	+	-	+
MISSION/BASOPS LINK	+	-	+	-
FACILITATES "BEST BUSINESS" PRACTICE	-	+	-	+
NET SCORE	+1	-1	+3	-1

+ ADVANTAGE
- DISADVANTAGE

FORSCOM



BASOPS COMMAND AND CONTROL

- **RECOMMENDATION: REDUCE HQDA BASOPS ROLE**
- **RATIONALE:**
ACHIEVES DOLLAR AND MANPOWER SAVINGS
MAINTAINS LINK BETWEEN COMMANDERS' RESPONSIBILITY
AND AUTHORITY
SUPPORTS DA PAM 100-XX VISION OF HQDA ROLE
IMPLEMENTED RELATIVELY QUICKLY
- **RECOMMENDED ACTIONS:**
ROLL INTO HQDA REDESIGN FAA MISSION TO SHRED
OPERATIONAL MISSIONS FROM HQDA STAFF AND
TRANSFER TO MACOM

FORS COM



BASOPS COMMAND AND CONTROL

- **IF NOT REDUCE HQDA ROLE**
- **THEN CONSIDER IN PRIORITY**
 - **AS IS**
 - **BASOPS COMMAND**
 - **REMOVE MACOM**

FORSCOM



AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- ⇒ SERVICE DELIVERY METHODS
- TOOL BOX
- INHIBITORS
- RECOMMENDATIONS



BASOPS SERVICE DELIVERY METHODS DEFINITIONS

CENTRALIZE: Services provided to all Army installations from a single location.

REGIONALIZE: Services obtained from an organization/office responsible for all Army installations in a specific geographic area.

CONTRACT OUT: Services obtained by contract with private sector. Contractor uses some Army owned assets in providing service.

PRIVATIZE: Services obtained from the private sector. Army no longer involved in providing service. Army gives or sells assets to private sector.

PARTNER: Services exchanged between Army and surrounding community at no additional cost to either.

GOVERNMENT IN NATURE (GIN): Service is inherently a government activity and must be accomplished by government personnel, based on statute, case law and Comptroller General decisions.

NO CHANGE: No significant savings can be accomplished by changing the method of delivery.

DIVEST: Services no longer acquired by the Army.



SERVICE DELIVERY OTHER CONSIDERATIONS

SERVICE COST NOT WELL SUPPORTED BY ARMY ACCOUNTING/BUDGET SYSTEM

LEGISLATION MAY BE REQUIRED FOR SOME SERVICE DELIVERY CHANGE

54% OF BASOPS SERVICES ALREADY CONTRACTED OUT (CEAC DATA)

NAF EMPLOYEES DO NOT SAVE FTEs BUT WILL SAVE DOLLARS

RESOURCES ARE NOT ADJUSTED TO ACCOUNT FOR SAVINGS IN OTHER FAAS

NUMBERS NOT VALIDATED BY ALL MACOMS

DOES NOT INCLUDE BMM & SD



FORS COM



SERVICE DELIVERY KEY CONSIDERATIONS

ESTIMATED POTENTIAL SAVINGS/FTEs SHOULD NOT BE REMOVED FROM POM UNTIL DETAILED FUNCTIONAL ANALYSES CONDUCTED

RECOMMENDED SERVICE DELIVERY METHODS CHOSEN BECAUSE THEY CAN BE ACCOMPLISHED UNDER CURRENT LAW, OFFER POTENTIAL SAVINGS, AND/OR ARE THE SMARTEST WAY TO DO BUSINESS

THE RECOMMENDED DELIVERY METHOD FOR A SERVICE IS A "CENTER OF GRAVITY ARMY-WIDE" RECOMMENDATION. BEST METHOD OF DELIVERY MAY VARY BASED ON SITUATION AT SPECIFIC INSTALLATIONS

DELIVERY METHODS AT THE SUB-ACTIVITY LEVEL MAY VARY FROM THE DELIVERY METHOD SUGGESTED FOR THE SERVICE AS A WHOLE

FORSCOM



DELIVERY METHOD & SAVINGS DETERMINATION METHODOLOGY

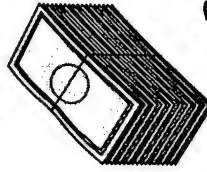
IDENTIFIED 122 SERVICES BY AMSCO

DOLLARS & FTEs IDENTIFIED BY SERVICE (FY 95 ACTUAL FROM CEAC)

DETERMINED ALTERNATE METHODS OF DELIVERY BASED ON:

- COMPUTED SAVINGS
- PROPONENT INPUT
- RESEARCH - DEMONSTRATED SAVINGS
- CONSERVATIVE AUDITED RESULTS

COMPUTED SAVINGS:



- TOTAL \$'S EXPENDED BY SERVICE
- MINUS EXISTING CONTRACTED COST
- TIMES ARMY AUDIT AGENCY VALIDATED SAVINGS PERCENT
- EQUALS POTENTIAL \$\$ SAVINGS



- TOTAL FTEs EXPENDED BY SERVICE
- MINUS 10% FOR OVERHEAD
- TIMES ARMY AUDIT AGENCY AVERAGE SAVINGS, BY METHOD
- EQUALS POTENTIAL FTE (CIV/MIL) SAVINGS

FORSCOM



AVERAGE SAVINGS BY SERVICE DELIVERY METHOD

<u>DELIVERY METHOD</u>	<u>FTEs</u>	<u>\$</u>	<u>SOURCE</u>
CO CONTRACT	70%	20%	GAO REPORT T-NSISD-96-148
PR PRIVATIZATION	100%	15%	REASON FOUNDATION REPORT
GIN GOV'T IN-NATURE	0	0	N/A
RE REGIONALIZATION	25%	25%	OSD'S ECON ANALYSIS OF CIVILIAN PERSONNEL REGIONALIZATION
CE CENTRALIZATION	25%	25%	SAN DIEGO BUSINESS JOURNAL
PA PARTNERSHIPS	0	25%	ACSIM PARTNERSHIP SURVEY WICHITA BUSINESS JOURNAL
NC NO CHANGE	0	0	N/A
DI DIVEST	100%	100%	N/A

NOTES:

- 10% FTE AND SUPPORTING \$\$ RETAINED IN ALL SERVICES FOR OVERSIGHT etc..
- PERCENTAGES DERIVED FROM DOCUMENTED CASE STUDIES VERIFIED BY ARMY AUDIT AGENCY

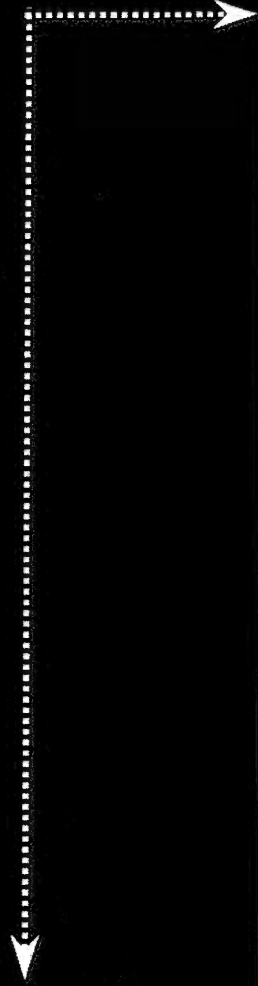
FORSCOM



SERVICE DELIVERY METHOD

122 SERVICES

CUSTODIAL SERVICES



- PARTNER
- NO CHANGE
- REGIONALIZE
- GOVERNMENT IN NATURE
- PRIVATEIZE
- CONTRACT-OUT
- CENTRALIZE

FORSCOM



SERVICE DELIVERY METHOD

CE	RESERVE COMPONENT SUPPORT	CO	ENVIRONMENTAL CONSERVATION	CO	SNOW AND SAND REMOVAL
CE	INTERNAL REVIEWS	CO	RETAIL SUPPLY-CIF	CO	UNIMPROVED GROUNDS MAIN
CE	MANAGEMENT ANALYSIS	CO	PUBLICATIONS SERVICES	CO	FLIGHT SIMULATOR
CO	DATA PROCESSING SERVICES	CO	RECORDS MANAGEMENT	GIN	CONTRACTING
CO	FOOD SERVICES	CO	ASSET MANAGEMENT	GIN	MANAGEMENT ACCOUNTING
CO	MATERIEL SUPPORT MAINT	CO	COMMUNICATIONS SUPPORT	GIN	ENVIRONMENTAL COMPLIANCE
CO	RETAIL SUPPLY	CO	OUTDOOR PEST CONTROL	GIN	MILPO SERVICES
CO	TRANSPORTATION SERVICES	CO	REFUSE REMOVAL	GIN	TRAINING SUPPORT
CO	CUSTODIAL SERVICES	CO	LAUNDRY AND DRY-CLEANING SVC	GIN	EQUAL OPPORTUNITY OFFICE SVC
CO	DISTRICT COOLING	CO	CHILD DEVELOPMENT SVCS MGMT	GIN	COMMAND INSPECTIONS
CO	DISTRICT HEATING	CO	ENVIRONMENTAL POLLUTION PREV	GIN	EQUAL EMPLOYMENT OPPORTUNITY
CO	ENVIRONMENTAL SERVICES MGMT	CO	REAL PROPERTY DEMOLITION	GIN	TRAINING OPERATION SUPPORT
CO	FIRE & EMERGENCY RESPONSE SVC	CO	ENVIRONMENTAL RESTORATION	GIN	PURCHASING
CO	MASTER PLANNING	CO	INDOOR PEST CONTROL	GIN	CONTRACT ADMINISTRATION
CO	MISCELLANEOUS ENGINEER SVC	CO	CAREER TRANSITION SERVICE	GIN	ADMINISTRATIVE LAW SERVICES
CO	SPACE MGMT	CO	EQUIPMENT IN PLACE SERVICES	GIN	AMMUNITION SUPPLY
CO	LAW ENFORCEMENT SVC	CO	EDUC PGM FOR CHILD CARE PRVDRS	GIN	SECURITY PROGRAM SUPPORT
CO	CENTER-BASED CHILD CARE SVC	CO	PHYSICAL SECURITY	GIN	CRIMINAL LAW SERVICE
CO	UPH MANAGEMENT	CO	FUEL HEATING	GIN	COMPLAINT/ASSISTANCE SVC
CO	IMPROVED GROUNDS MAINT	CO	RAILROAD MAINTENANCE	GIN	COMMAND INVESTIGATIONS
CO	EQUIPMENT MGMT				

SERVICE AREA			
PA=PARTNER	PR=PRIVATIZE	CO=CONTRACT OUT	
CE=CENTRALIZE	NC=NO CHANGE	GIN=GOVERNMENT IN NATURE	
RE=REGIONALIZE			

FORS COM



SERVICE DELIVERY METHOD

(CONT)

NC	NAF PERSONNEL SUPPORT	PA	FAMILY ADVOCACY	PR	BLDG MAINT - HOSP/MEDICAL
NC	INSTALLATION OPERATION MGT	PA	YOUTH LEISURE/SOCIAL RECREATION	PR	BLDG MAINT - INDUSTRIAL/SHOP
NC	HOME-BASED CHILD CARE	PA	YOUTH DEVELOPMENT PROGRAMS	PR	AIR BASE OPERATIONS
NC	CONTINUING EDUC SVC	PA	INFORMATION, REFERRAL, & FOLLOW	PR	BLDG MAINTENANCE - RDT&E
NC	INSTALLATION SAFETY OFFICE	PA	FAMILY MEMBER EMPLOYMENT PGM	PR	BLDG MAINT - STORAGE/WHSE
NC	LEGAL ASSISTANCE SERVICES	PA	SCHOOL-AGE/LATCH KEY PROGRAMS	PR	RELOCATION SERVICES
NC	CORRECTIONAL CUSTODY SVC	PA	COMMUNITY OUTREACH	RE	C-E EQUIPMENT SUPPORT SERVICE
NC	ARMY EMERGENCY RELIEF	PR	MWR PROGRAM SERVICES	RE	FACILITIES ENG SERVICES MGMT
NC	COMMAND INFORMATION	PR	BLDG MAINT - ADMIN & TRNG	RE	MINOR CONSTRUCTION
NC	COMMUNITY RELATIONS	PR	BLDG MAINTENANCE-FAMILY HOUSING	RE	OTHER CIVILIAN PERS SERVICES
NC	RELIGIOUS SERVICES	PR	BLDG/FACILITY MAINT - OTHER	RE	RECRUITMENT/PLACEMENT
NC	PASTORAL CARE	PR	BLDG MAINTENANCE-UPH	RE	BUDGETING/PROGRAMMING
NC	MEDIA RELATIONS/PUBLIC INFO	PR	ELECTRICITY	RE	TASC
NC	PROTOCOL SERVICES	PR	FAMILY HOUSING MANAGEMENT	RE	AUDIO/VISUAL MEDIA SERVICES
NC	RC TRAINING SUPPORT	PR	NATURAL GAS	RE	POSITION MANAGEMENT
PA	ENVIRONMENT - RECYCLING	PR	OTHER UTILITY SERVICES	RE	MANAGEMENT/EMPL RELATIONS
PA	SUBSTANCE ABUSE PROGRAM	PR	SEWAGE	RE	REAL ESTATE & CONST ADMIN
PA	YOUTH SPORTS AND FITNESS	PR	WATER	RE	CIVILIAN TRAINING
PA	EXCEPTIONAL FAMILY MEMBER PGM	PR	BLDG MAINT - COMMUNITY	RE	FACILITIES ENGR SVC MGMT
PA	YOUTH DEVELOPMENT SVCS MGMT	PR	SURFACED AREA MAINT	RE	SENIOR SVC EXEC MGMT
PA	FINANCIAL PLANNING				

SERVICE AREA		
PA=PARTNER	PR=PRIVATIZE	CO=CONTRACT OUT
CE=CENTRALIZE	NC=NO CHANGE	GIN=GOVERNMENT IN NATURE
RE=REGIONALIZE		

FORSCOM



BASOPS SERVICES

- **RECOMMENDATION: DIRECT HQDA PROPONENTS TO ISSUE POLICY GUIDANCE TO IMPLEMENT BASOPS FAA SERVICE DELIVERY METHOD RECOMMENDATIONS WHERE APPLICABLE**
- **RATIONALE: CHANGE OF DELIVERY METHOD OFFERS SIGNIFICANT POTENTIAL COST AND FTEs SAVINGS IN BASOPS**

FORS COM



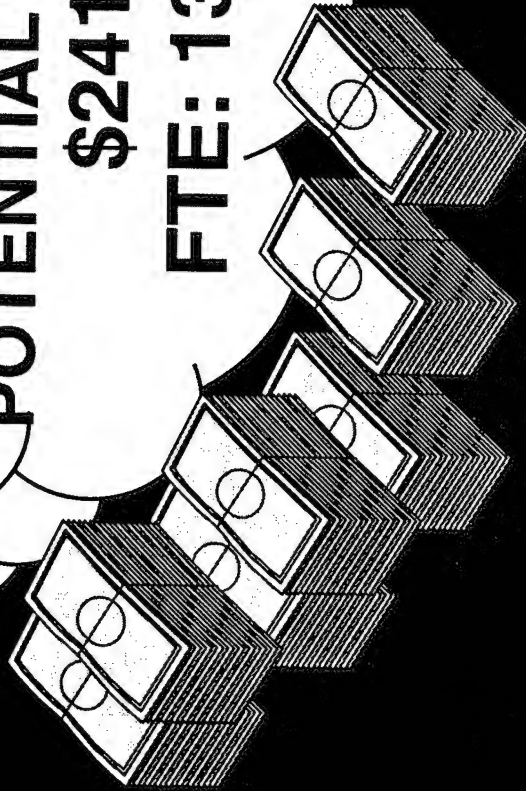
NONAPPROPRIATED FUNDS

IDENTIFY NAF SERVICE DELIVERY
METHOD IN SAME MANNER AS APF
MOST SERVICES LEND THEMSELVES
TO PRIVATIZATION

POTENTIAL SAVINGS

\$241M

FTE: 13,800



FY 95 - \$1B

**NAF EMPLOYEES -
19,730**

FORSCOM



FUTURE SITUATION

- **ARMY CAN NO LONGER AFFORD TO DO EVERYTHING, EVERYWHERE**
- **SOLDIERS, FAMILIES AND CIVILIAN EMPLOYEES MUST KNOW WHAT THEY CAN EXPECT AND WHERE**
- **BASOPS SERVICES AND QOL PROGRAMS MUST BE ANALYZED AND PRIORITIZED**

PATS CONVENED TO "WRESTLE ISSUES TO GROUND." THE FOLLOWING ARE APPROACHES/POINTS OF DEPARTURE FOR HQDA FUTURE STUDY AND DID NOT IMPACT ON FAA'S RECOMMENDATIONS

FORSCOM



QUALITY OF LIFE

Purpose: Identify and prioritize QOL services by type installation

PAT Methodology:

- Identified QOL services and rank ordered by importance
- Identified
 - "Must be on post"
 - "Can be obtained off post"
 - Nice to have if resources available

PAT Results:

- Army must develop baseline QOL standards and requirements and resource to baseline standards
- Commanders decide on additional services within resources available
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

FORSCOM



QOL PROGRAM BY INSTALLATION TYPES

QOL PROGRAMS

LEGEND: EXPECTED ON POST = X; MAY BE PROVIDED OFF POST = XO; BLANK = OPTIONAL PROGRAM									
PRIORITY	QUALITY OF LIFE PROGRAMS	POWER PROJ	SCHOOL POWER PROJ	SCHOOL	USARC	ADMIN	INDUST	COMBAT TRAINING	
								CENTER	OCONUS
18	SPORTS - PHYSICAL FITNESS CENTERS	X	X	X	XO	XO	XO	X	X
25	HOUSING - BOQ/BEQ		X	X				X	
39	FAMILY HOUSING FURNISHINGS								X
52	AUTO CRAFTS								

FORSCOM



SERVICES PRIORITIZATION

Purpose: Identify and prioritize what BASOPS services should be provided at seven types of Army installations

PAT Methodology:

- Categorized 122 BASOPS services into High, Medium and Low Priority
- Further categorized into: "must be on post"; "can be provided off post"
- Identified not necessary in resource constrained future

PAT Results:

- Some BASOPS services are essential to all types of installations
- Government provided housing may be divested at some types of installations
- Certain BASOPS services may be divested when housing is divested
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

FORSCOM



BASOPS SERVICES REQUIRED BY TYPE ARMY INSTALLATION

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION														
HIGH PRIORITY														
LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; * = EXCEPTIONS REMOTE INSTL														
U. S. ARMY														
RESERVES														
NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL PROJ	MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT	TRAINING	CENTER			
78	Facilities Mgt Services Mgt	X	XO	XO	X	XO	XO	XO	XO	XO	XO			

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION														
MID PRIORITY														
LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; * = EXCEPTIONS REMOTE INSTL														
U. S. ARMY														
RESERVES														
NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL PROJ	MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT	TRAINING	CENTER			
17	Educ Pgm for Child Care Prvdrs	XO	XO	XO	XO	XO					XO			

BASOPS SERVICES REQUIRED BY TYPE INSTALLATION														
LOW PRIORITY														
LEGEND: REQUIRED=X; REQUIRED (MAY BE PROVIDED OFF POST)=XO; BLANK=NOT REQUIRED; * = EXCEPTIONS REMOTE INSTL														
U. S. ARMY														
RESERVES														
NUMBER	BASOPS SERVICE	POWER PROJ	SCHOOL PROJ	MAJOR	SUB	RSC	ADMIN	INDUST	COMBAT	TRAINING	CENTER			
25	Relocation Services	XO	XO	XO	XO	XO					XO			
31	Youth Sports and Physical Fitness													

FORSCOM



AGENDA

- INTRODUCTION
- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- ⇒ **TOOL BOX**
- INHIBITORS
- RECOMMENDATIONS



BASOPS TOOL BOX

Things that will enhance efficiency

AVAILABLE TOOLS

SARSS-O

Prime Vendor

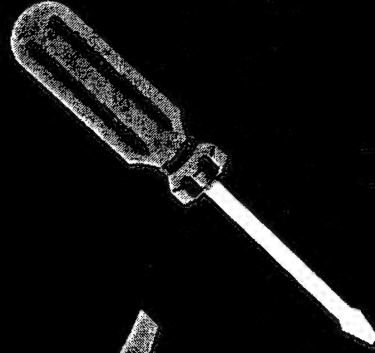
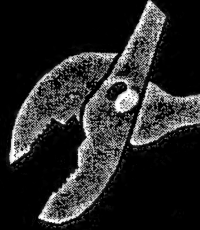


BASOPS

TOOL-BOX

NEEDED TOOLS

Activity Based Costing
Systematic Improvement
Measurment
Standards for Service
Multi-Service BASOPS
Credit Card
Increases

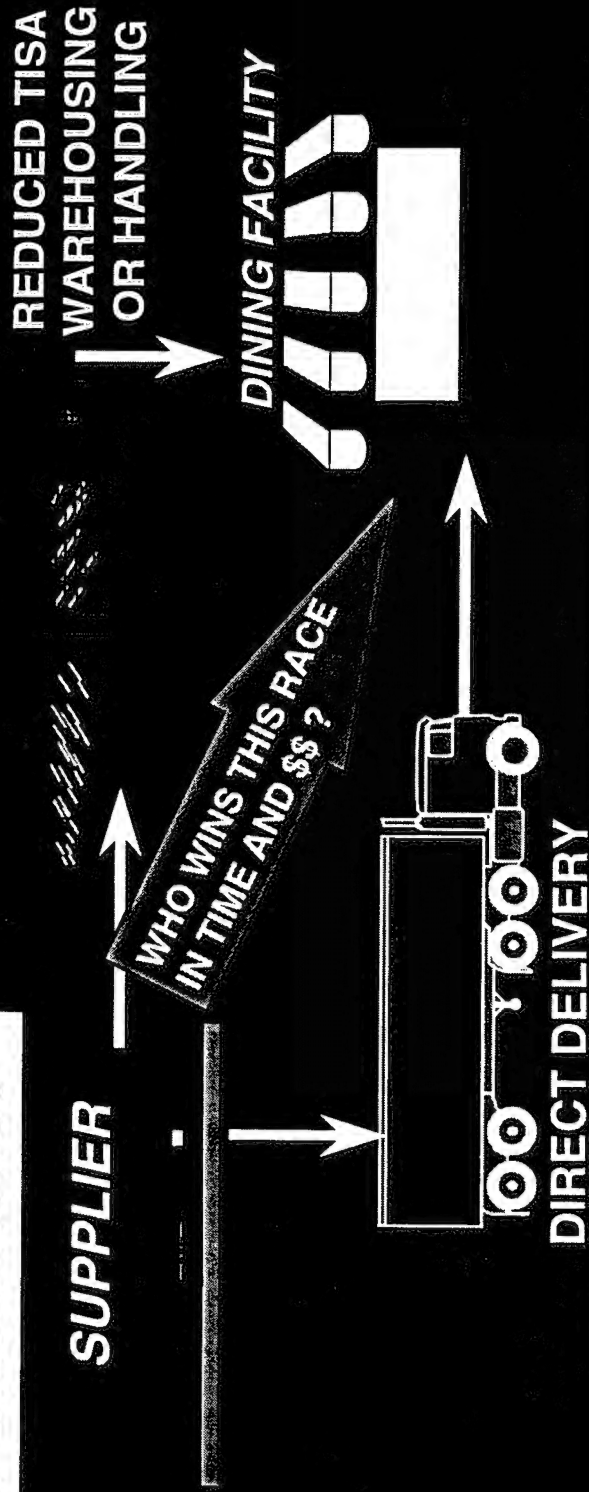


FORSCOM



AVAILABLE BASOPS TOOL PRIME VENDOR

Example: Subsistence



WHAT IT SAVES

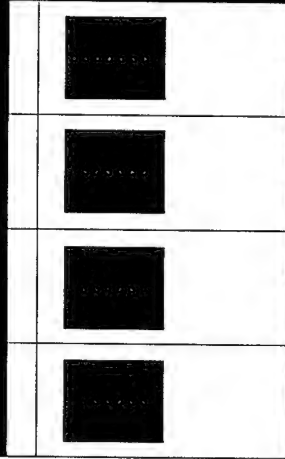
- REDUCES DoD DISTRIBUTION COST AT ALL LEVELS
- ELIMINATES OR REDUCES INVENTORY AT ALL LEVELS
- PROVIDES FRESHER PRODUCT
- ESTIMATED TO REDUCE 50% OF TISA FACILITIES AND 20-30% OF TISA WAGE GRADE FTE AT EACH INSTALLATION

FORSCOM

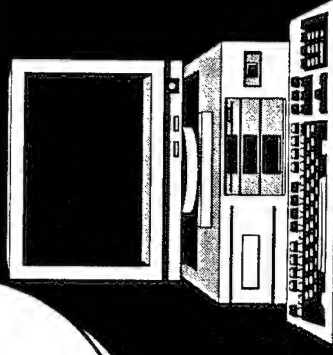


AVAILABLE BASOPS TOOL

STANDARD ARMY RETAIL SUPPLY SYSTEM-OBJECTIVE (SARSS-O)



PROVIDES AUTOMATED STOCK RECORD
ACCOUNTING AND SUPPLY MANAGEMENT
IN A NEAR INTERACTIVE MODE PROVIDES
A REFERRAL/REDISTRIBUTION CAPABILITY
CORPS/INSTALLATION WIDE SEARCH
BEFORE PASSING REQUISITIONS TO
WHOLESALE



WHAT IT SAVES

- INVENTORY COSTS AT THE CORPS AND INSTALLATIONS
- ORDER/SHIP TIME (VELOCITY MANAGEMENT GOAL: 7 DAYS)
- SAVINGS ALREADY WITHDRAWN FROM POM (\$24.3M)

FORSCOM

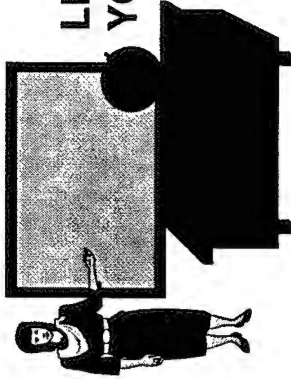


AVAILABLE BASOPS TOOL ASSESSMENT PROGRAM

Step 1

TRAIN

LEARN HOW TO ASSESS
YOURSELF UNDER APIC



Step 2

SELF ASSESS

- MEASURE HOW
INSTALLATION PERFORMS
- COSTING OPTIMIZATION
- INTERNAL BENCHMARKING



Step 3

CROSS FERTILIZE

- SYSTEMATICALLY CROSS-LEVEL
IDEAS
- CROSS-INSTALLATION
BENCHMARKING



Step 4

FEEDBACK

PLAN FOR
IMPROVEMENT



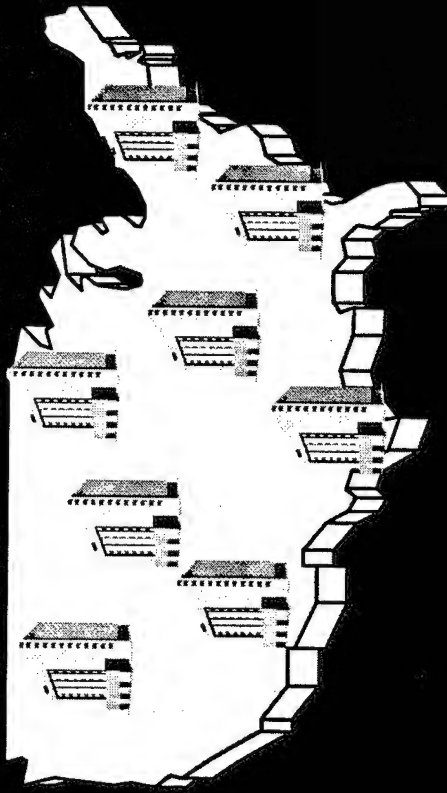
GOAL: Continuous installation improvement over time

FORSCOM

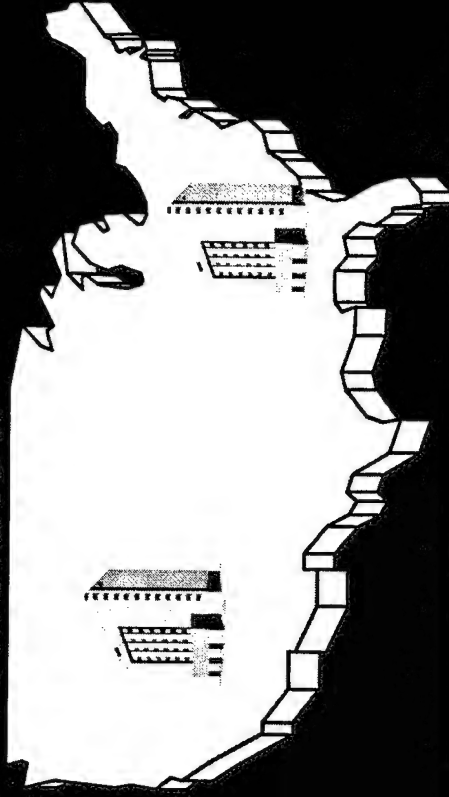


AVAILABLE BASOPS TOOL CONTRACT REGIONALIZATION

TODAY



TOMORROW



WHAT IT DOES

- PROVIDES MASTER CONTRACTS FOR ISSUING MULTIPLE ORDERS
- REDUCES COSTLY CONTRACTS

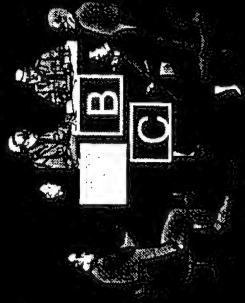
WHAT IT SAVES

FULL IMPLEMENTATION PROJECTED FY 2001 -- \$35M ANNUAL
SAVINGS FORSCOM-WIDE ALONE (ARMY-WIDE -- \$ SAVINGS ???)

FORSCOM



NEEDED BASOPS TOOL ACTIVITY-BASED COSTING (ABC)



WHAT IS IT?

ABC IS A COSTING METHODOLOGY
THAT DISPLAYS THE FULL, ACTUAL
COSTS OF DOING WORK ACTIVITIES.

WHAT IT DOES?

IDENTIFIES ALL RESOURCES
CONSUMED IN PRODUCING AN OUTPUT

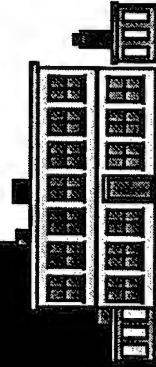
PROVIDES COST DATA FOR:

- A BUSINESS PROCESS REDESIGN
- ACCURATE REIMBURSABLE RATES
- ACTIVITY BASED BUDGETING
- COSTING OF OUTSOURCING ALTERNATIVES
- BENCHMARKING

WHAT IT CAN HELP US SAVE!

A POTENTIAL FOR \$M IN BASOPS SAVINGS WHEN USED FOR
BUSINESS DECISIONS

(PRIVATE SECTOR ESTIMATES 10 TO 100 TIMES
RETURN ON IMPLEMENTATION COST)



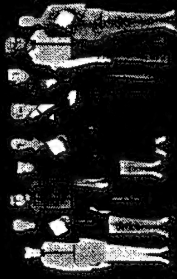
FORSCOM



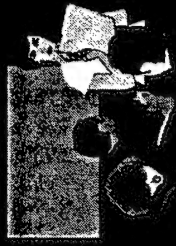
NEEDED BASOPS TOOL COMMERCIAL ACTIVITIES STRATEGY



LOCAL COMMAND'S
FULL COMMITMENT



MANPOWER
DEDICATED
TO CA EFFORT



ACQUIRE
TRAINING



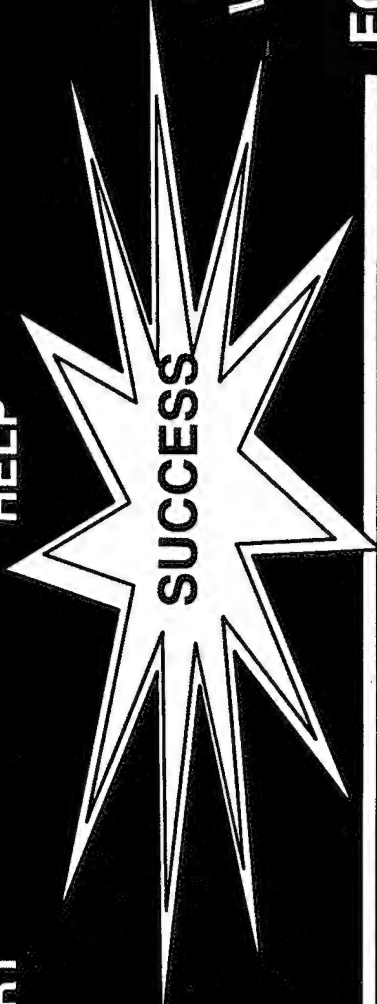
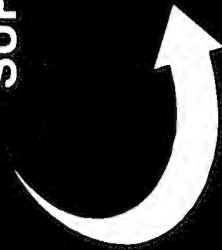
MACOM
SUPPORT



CONTRACTOR
HELP



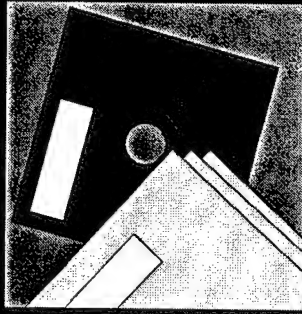
OPEN
COMMUNICATION
WITH WORKFORCE



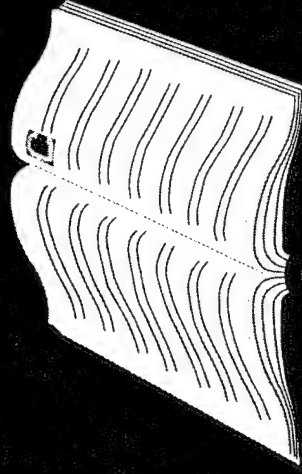
FORSCOM



NEEDED BASOPS TOOL COMMERCIAL ACTIVITIES



- Army funded CA training
- Cost comparison software
- Management study software
- Revised ACAMIS and CA Inventory systems
- Revised Army CA Directives
- MEO design strategy
- Incentives for Installation Cdr
- \$ and FTE Rules



FORSCOM



NEEDED BASOPS TOOL CHANGING THE MICRO- PURCHASE THRESHOLD FROM \$2.5K TO \$5K



CAPITALIZE ON SUCCESS
FORSCOM HAS SAVED OVER \$40M
UNDER THE CURRENT PROGRAM
SOME BARRIERS...
INCREASING THE THRESHOLD WILL
REQUIRE CHANGING THE STATUTES



ANOTHER TOOL IN THE KIT
TYPICAL INSTALLATION COULD SAVE
ANOTHER \$38K AND 7000 DAYS

BUT CLEVER CONTRACTING CAN REAP SOME SAVINGS NOW
USING BLANKET PURCHASE AGREEMENTS AND ORDERS AGAINST CONTRACTS

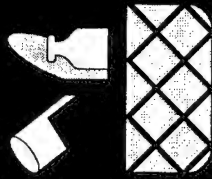
FORSCOM



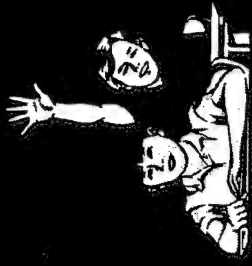
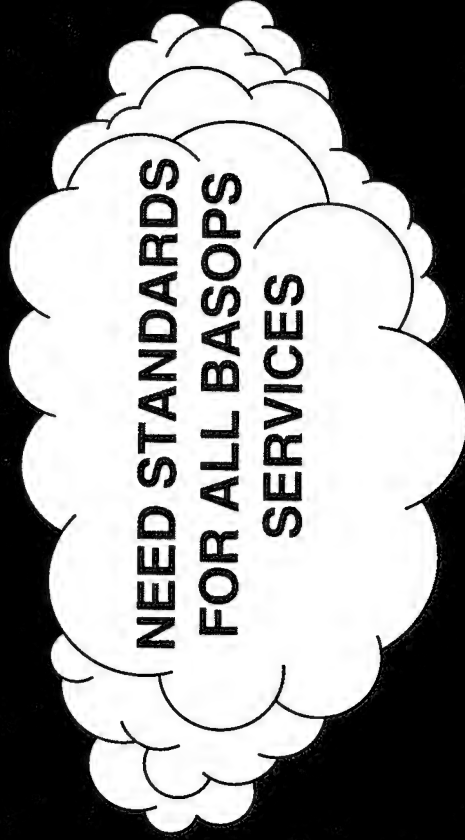
NEEDED BASOPS TOOLS STANDARDS



BARRACKS



FOOD SERVICE



CHILD CARE



MAINTENANCE

STANDARDS PROVIDE:

- PREDICTABILITY
- PLANNING/PROGRAMMING TOOL
- REQUIREMENT IDENTIFIER

FORSCOM



NEEDED BASOPS TOOLS MULTI SERVICE BASOPS

"The services have not taken sufficient advantage of potential opportunities to achieve significant savings in base operating support costs through greater reliance on interservicing type arrangements."

GAO Report, Military Bases{GAO/NSIAD-96-108}

WHAT IT IS:

BASOPS SERVICE DELIVERY THROUGH REGIONALIZATION AND PARTNERSHIPS WITH OTHER DOD SERVICES WHERE INSTALLATIONS ARE CONTIGUOUS OR IN CLOSE PROXIMITY.

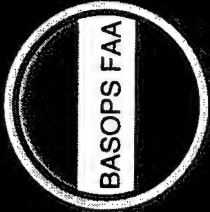
WHAT IT DOES:

- REDUCES OVERHEAD
 - ENHANCES ECONOMIES OF SCALE
 - SAVES \$\$
- NEED:

- SAVCSA LEVEL DIRECTIVE IN ALL SERVICES
- MECHANISM TO RETAIN SAVINGS AT INSTALLATION/BASE LEVEL



FORSCOM



AGENDA

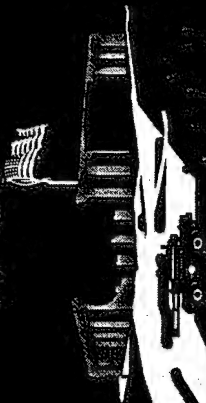
- INTRODUCTION
- COMMAND AND CONTROL
- SERVICE DELIVERY METHODS
- TOOL BOX
- ⇒ **INHIBITORS**
- RECOMMENDATIONS



INHIBITORS



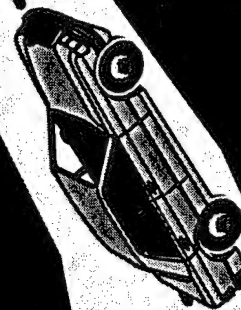
Where we want
to be



FORT HOOD



Where we are



FORSCOM



INHIBITORS

- MULTI-SERVICE OPERATIONS BARRIERS
- MCKINNEY ACT REQUIREMENTS
- COST RESTRICTIONS ON USE OF OMA TO
PROCURE GOODS COSTING OVER \$100K PER
ITEM
- RANDOLPH-SHEPPHARD ACT
- CONSTRAINTS ON VOLUNTARY SERVICES
- RESTRICTIONS ON USE OF INMATE LABOR



INHIBITORS (CONT)

- **RESTRICTIONS AGAINST PURCHASES FROM
STATE AND LOCAL AGENCIES**
- **A-76 COMMERCIAL ACTIVITIES RULES**
- **OPM PERSONNEL POLICY RESTRICTIONS**
- **SINGLE YEAR APPROPRIATIONS**
- **WAGE RATE RESTRICTIONS I.E., DAVIS-BACON**



ENABLING LEGISLATION

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
CREATE "JOINT SERVICE" AUTHORITY	PERMIT FUNCTIONS TO BE COLOCATED; RECOVERY OF SERVICE O&M FUNDS TO OTHER SERVICES		LOW
MODIFY MCKINNEY ACT (42 USC 11411) TO EXCLUDE EXCESS DOD PROPERTY FROM CONSIDERATION FOR POSSIBLE USE FOR HOUSING FOR THE HOMELESS	ELIMINATE REPORTING REQUIREMENTS FOR EXCESS PROPERTY; FASTER TRANSFER OF DOD PROPERTY	SAVE ADMIN AND WORK COSTS	MODERATE
RAISE OPA/OMA CRITERIA TO \$1 MILLION (NOW \$100K) (Sec 8065 FY 96 ACT)	CDR WILL HAVE GREATER FLEXIBILITY IN PURCHASING		MODERATE

FORS COM



ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
MODIFY RANDOLPH- SHEPPARD ACT MANDATORY SOURCE RULES TO EXCLUDE DINING FACILITIES	ALLOW CDR TO FULLY COMPETE DINING FACILITY ATTENDANT COSTS	AVOID LOCKING INSTALLATIONS INTO SOLE-SOURCE CONTRACT WITH BLIND VENDOR	MODERATE
RELAX RESTRICTIONS ON ACCEPTANCE OF VOLUNTARY SERVICES (31 USC 1342)	ALLOW CDR TO ACCEPT NEARLY ANY VOLUNTARY SERVICE		HIGH
EXPAND AUTHORITY FOR USE OF FEDERAL AND STATE INMATE LABOR	GREATER SOURCE OF LABOR FOR INSTALLATION	PERMIT WORK NOT BEING DONE TO BE ACCOMPLISHED	HIGH

FORS COM



ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
REPEAL DOD UNIQUE CONTRACT OUT RESTRICTIONS (10 USC 2461, 65, 67, Sec. 8020 FY 96 APP ACT)	ALLOWS CDR MORE FLEXIBILITY IN REORGANIZING HIS WORK FORCE	20-30% OF IN- HOUSE OPERATION COST	HIGH
EXPAND SCOPE OF ECONOMY ACT (31 USC 1353) TO ALLOW DIRECT PURCHASE BY MIPR OF GOODS AND SERVICES FROM STATE AND LOCAL GOVTS AS WELL AS FROM OTHER FEDERAL AGENCIES	GREATER FLEXIBILITY TO CDR IN PARTNERING W/LOCAL GOVT		VERY HIGH
CIVIL SERVICE REFORMS TO ALLOW FLEXIBLE MANAGEMENT OF THE WORKFORCE	REMOVE "BUMP-RUN" RIGHTS; PERMIT NONCOMPETITIVE FILL; PERMIT CIVILIAN EMPLOYEES SEPARATED DUE TO OUT SOURCING TO TRANSFER "VESTED" INTERESTS IN FEDERAL RETIREMENT PLAN TO PRIVATE PLAN		VERY HIGH

FORSCOM



ENABLING LEGISLATION (CONT)

REPEAL/AMEND LEGISLATION	ADVANTAGES	COST SAVINGS	POLITICAL DIFFICULTY
MAKE OMA 2 YR FUNDS TO AVOID PROBLEMS OF BONA FIDE NEEDS RULE (31 USC 1502A)	ALLOWS CDR GREATER BUDGET CONTROL OVER HIS FUNDS	NO YEAR END WASTE & NO LOSS OF FUNDS	EXTREME
REPEAL MANDATORY USE OF DOL WAGE RATES IN DAVIS- BACON AND SERVICE CONTRACT ACTS	ALLOWS CDR TO PAY LOCALLY PREVAILING WAGE RATES ON CONSTRUCTION- SERVICE CONTRACTS	18-30% OVER CURRENT CONTRACT COSTS	EXTREME

FORS COM



FOOD FOR THOUGHT

PRECEDING RECOMMENDATIONS DO NOT:

- ELIMINATE INHIBITORS TO BEST BUSINESS PRACTICE

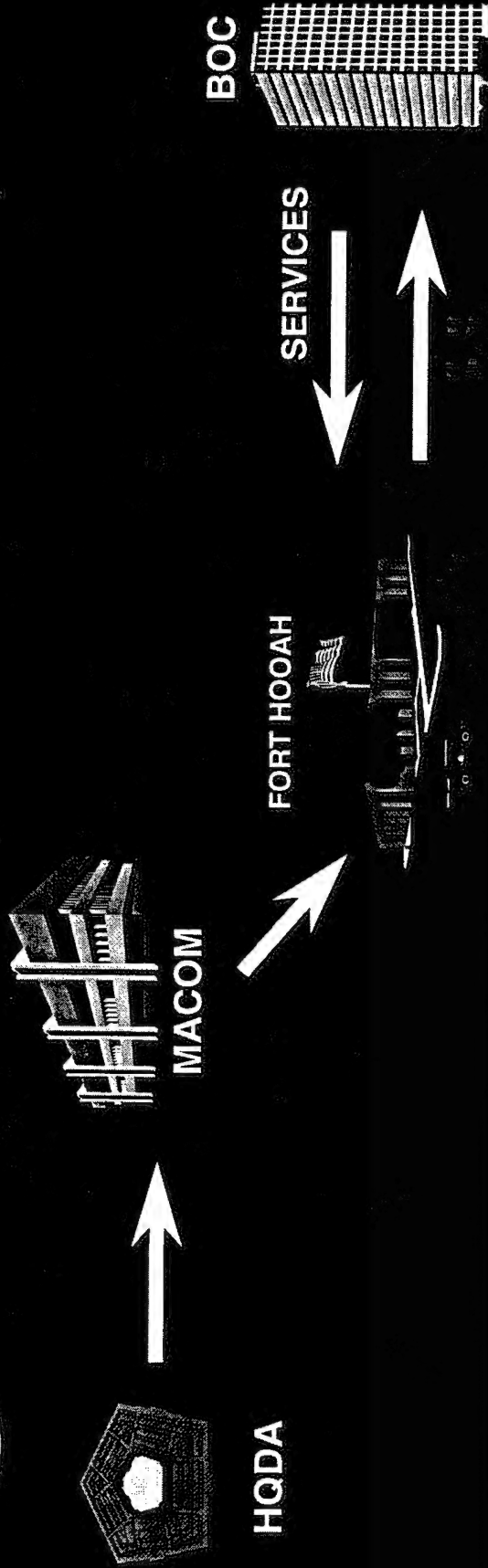
THERE MAY BE A WAY:

- CREATE A NFP PRIVATE CORP NOT BOUND BY LAWS/RULES PRECLUDING BEST BUSINESS PRACTICE
- REQUIRES SIGNIFICANT ENABLING LEGISLATION
- LONG TERM SOLUTION

FORSCOM



NOT FOR PROFIT BASOPS CORPORATION (BOC)



Description:

A: A government chartered private not for profit corporation which provides BASOPS services.

Command and Control :

- A. Army membership on Board of Directors provides Army oversight.
- B. Garrison commanders work for installation commanders

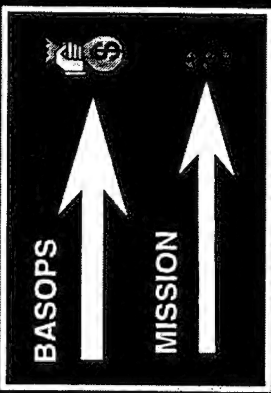
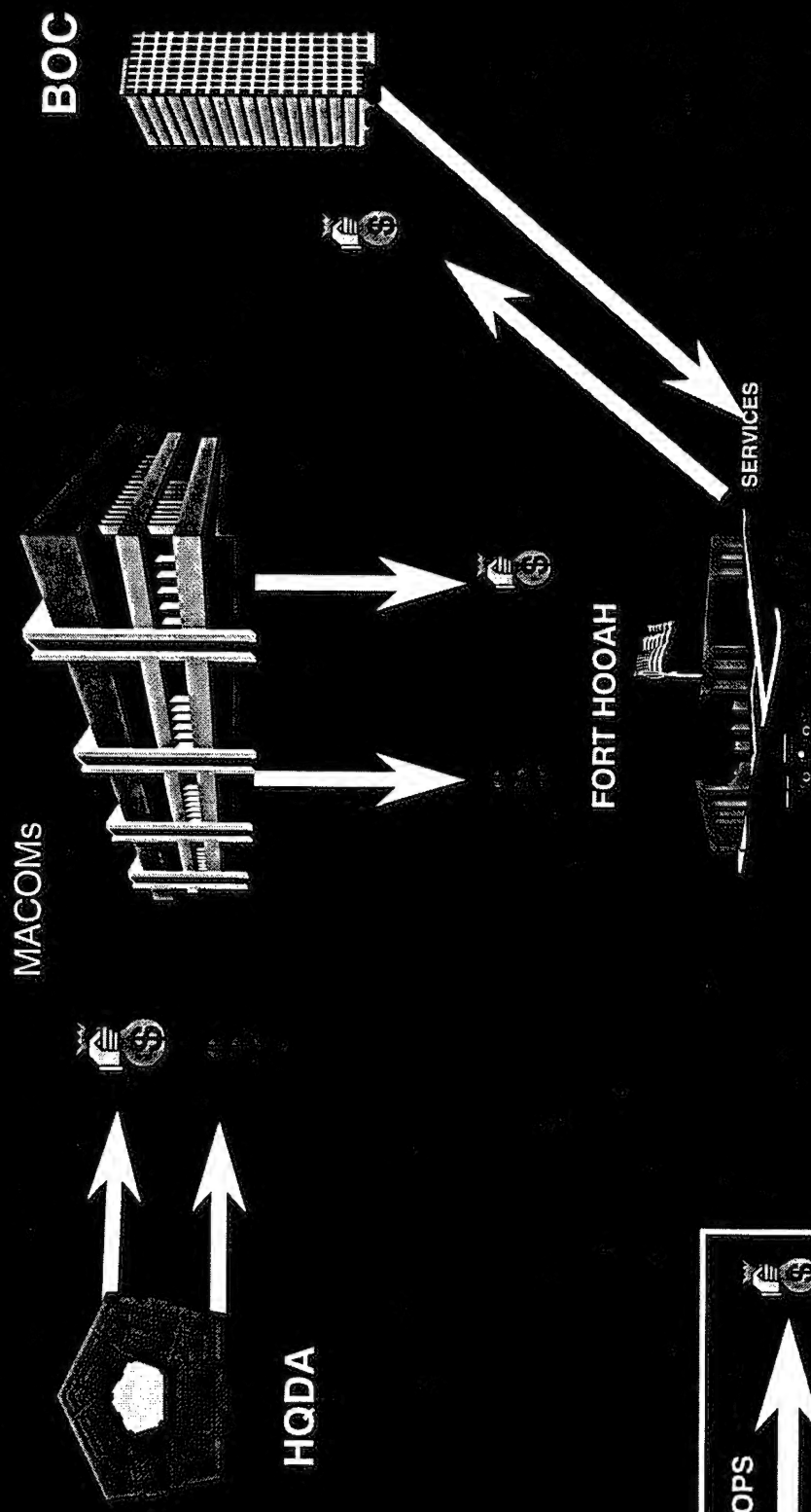
Ownership: Army owns installations

OPTEMPO/QOL Balance: Installation Cdr

FORSCOM



NOT FOR PROFIT BASOPS CORPORATION (BOC) FUNDING FLOW



FORS COM



NOT FOR PROFIT BASOPS CORPORATION (BOC) STRUCTURE

ASSUMPTIONS:

- Enabling legislation can be enacted similar to Army Housing Corp (AHC, TVA, etc.)
 - Board of Directors (BOD) membership similar to AHC
- ## HOW IT COULD WORK:
- BOC established as a non-profit, private sector entity
 - Governed by a BOD
 - Traditional corporate structure (CEO, CFO, COO, etc)
 - Headquartered in central location with regional offices and branch offices on every installation
 - Rates determined by BOD
 - "Sole source" status for providing BASOPS services
 - Dollars flow from HQDA through MACOMs to garrison commanders

FORSCOM



NOT FOR PROFIT BASOPS CORPORATION (BOC) STRUCTURE (cont)

HOW IT COULD WORK:

- Garrison commander buys services from BOC and therefore retains all command prerogatives (authority and responsibility)
- Current civil service employees detailed to BOC at inception; later become non-government employees or leave BOC and remain civil service
- Initial capitalization provided by Congressional appropriations. BOC then sustains itself in a business environment. (BOC can incur debt, buy/sell assets, etc.)



NOT FOR PROFIT BASOPS CORPORATION INHIBITORS THAT WOULD NOT APPLY

- Federal Acquisition Regulation (FAR)
- OPM personnel rules
- Appropriated funding rules and FY fiscal limitation
- Federal Property and Administrative Services Act
- OMB A-76 and Title 10 cost study provisions on commercial activities program
- All federal laws on acquisition and disposition of real property
- EPA Superfund requirement
- NEPA impact studies
- Exempt from all federal, state and local property and income taxes



AGENDA

- INTRODUCTION
 - COMMAND AND CONTROL
 - SERVICE DELIVERY METHODS
 - TOOL BOX
 - PROCESS ACTION TEAM RESULTS
 - INHIBITORS
- ⇒ **RECOMMENDATIONS**



RECOMMENDATIONS

BASOPS COMMAND & CONTROL:

ACTION

- REDUCE HQDA BASOPS ROLE

ODAS

BASOPS SERVICE DELIVERY METHODS:

- DIRECT HQDA PROPONENTS TO ISSUE
POLICY GUIDANCE TO IMPLEMENT
BASOPS FAA SERVICE DELIVERY
METHOD RECOMMENDATIONS WHERE
APPLICABLE

ODAS

FORSCOM



OTHER RECOMMENDED ACTIONS

	<u>ACTION</u>
● TEST DPW/USACE PARTNERING FOR APPLICATION ONLY AT AMC INDUSTRIAL SITES	AMC, USACE, OACSIM
● CONTRACT DOL OPERATIONS	ODCSLOG
● DEVELOP BASELINE ARMY-WIDE BASOPS SERVICE STANDARDS	OACSIM
● DEVELOP ARMY-WIDE PRIORITIZATION OF QOL SERVICES	OACSIM
● IMPLEMENT ABC ARMY-WIDE	OASA(FM) OACSIM

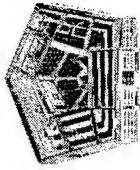
FORSCOM



OTHER RECOMMENDED ACTIONS (cont)

	<u>ACTION</u>
● ESTABLISH SERVICE SECRETARY LEVEL MANDATE FOR DEVELOPING MULTI-SERVICE PARTNERSHIPS	OSA
● DESIGN A "CUSTOMER FRIENDLY" OFF POST SUPPORT (AR 5-9) SYSTEM BASED ON KNOWN COSTS AND PHASED IMPLEMENTATION	OACSIM
● IMPLEMENT ASSESSMENT PROGRAM FOR BENCHMARKING AND CONTINUOUS IMPROVEMENT	ODAS OACSIM
● PROACTIVELY SEEK LEGISLATIVE CHANGES THAT ELIMINATE INHIBITORS TO BEST BUSINESS PRACTICES	OASA (M&RA) OASA (IL&E) OASA (FM), OSALL
● IF ARMY CANNOT OBTAIN RELIEF FROM INHIBITORS, CONSIDER STUDYING NOT FOR PROFIT BASOPS CORPORATION	OACSIM

FORSCOM



REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

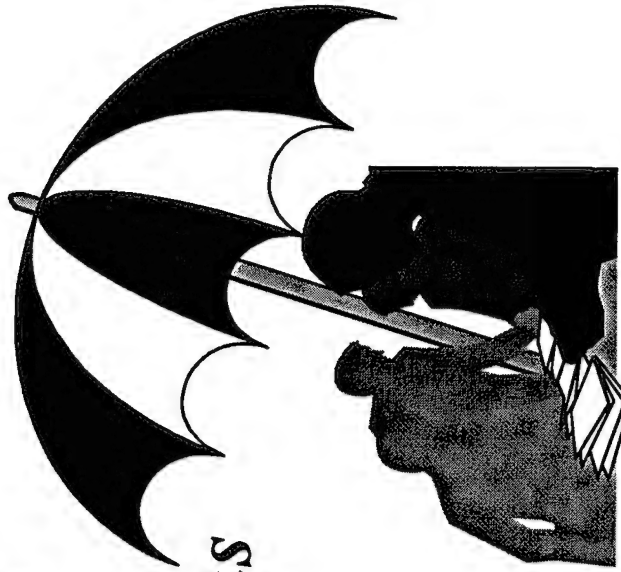
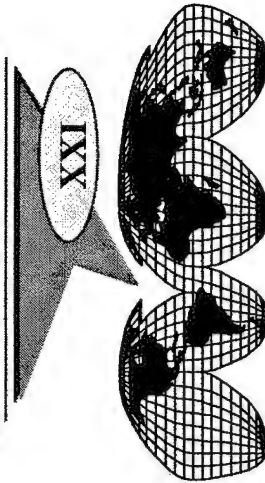
for

Vice Chief of Staff

Manage Installations

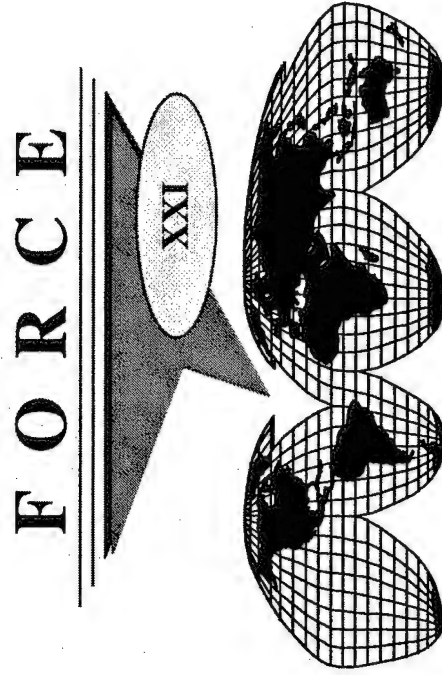
7 June, 1996

F O R C E

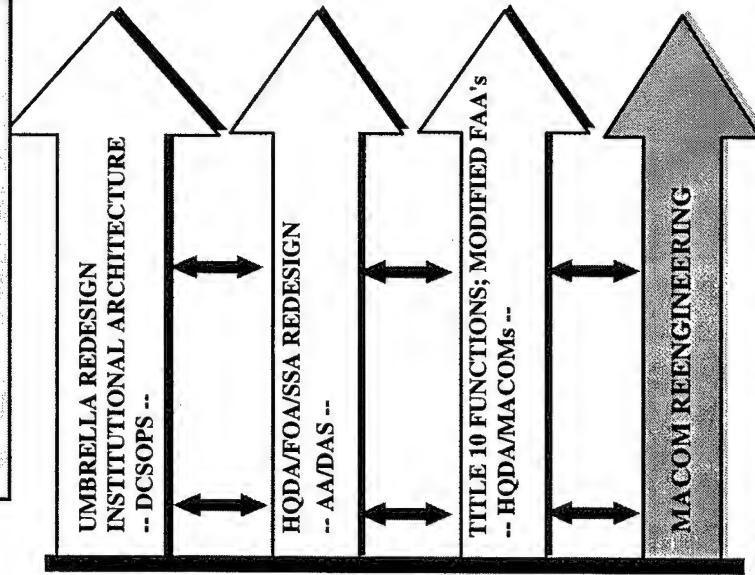
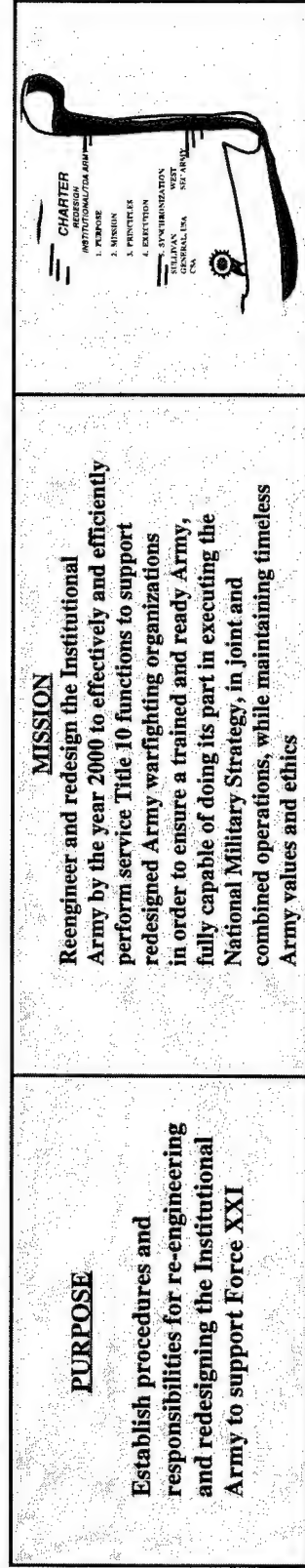


Purpose

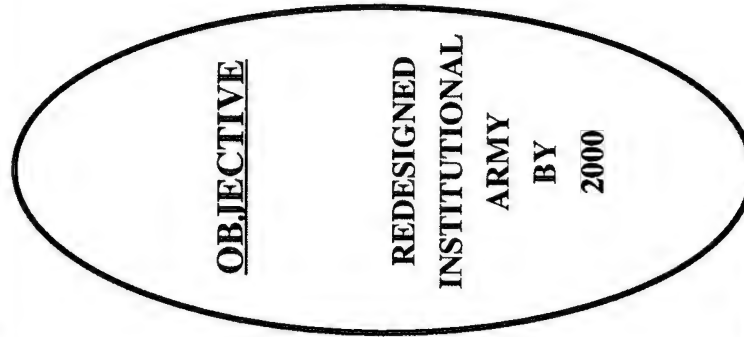
This is an Information Briefing to set the stage for the Manage Installation FAA to be presented by the Commander, FORSCOM on 11 June, 1996.



Institutional Army Redesign Charter



I N T E G R A T I O N B Y D C S O P S / A S A
(M&RA)



TITLE 10 FUNCTIONS

MACOM PROPONENTS &

HQDA SPONSORS

-- PARTNERSHIP --

F O R C E

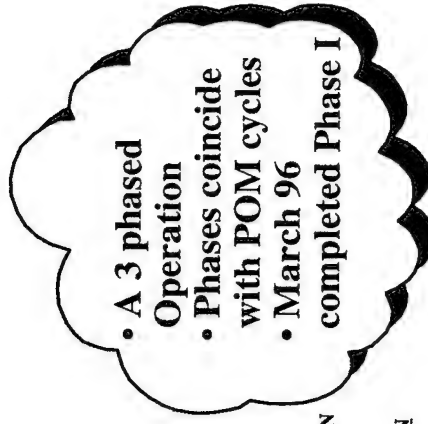


PHASED CAMPAIGN

I BASELINE ORGANIZATION
POM 98-03

II REVISED ORGANIZATION
BRIGADE XXI
POM 00-05

III FINAL ORGANIZATION
DIVISION XXI
POM 02-07



LD

3/17/99

Institutional Axis Phase II FAAs

FAA Laydowns

<i>Manage Installations</i> (FORSCOM)	11 June 96
Security and Law Enforcement (TRADOC)	August 96
Support to Organizational Training (FORSCOM)	September 96
Health (MEDCOM)	October 96
Finance (ASA(FM) Study)	November 96
Intelligence (INSCOM/USAIC&FH)	December 96
Equip/Supply/Service (AMC/MTMC)	February 97
<i>Umbrella (Initial)</i> (DCSOPS)	March 97
HQDA (DAS/AA)	July 97
<i>Umbrella (Interim)</i> (DCSOPS)	October 97
<i>Umbrella (Final)</i> (DCSOPS)	February 98

Expected Outcomes

- Broad Army Focus
- Current, Army-Wide Process Description
- Alternative(s), 21st Century Processes, Et Al
- Linkage To:
 - Institutional Core Competencies
 - 21st Century Operating Force
- Underlying Assumptions/Risks
- Range of Options for Revised TDA Organization
 - Do Now (Early in Mini POM 99-03)
 - Do Later (Out Years of POM 00-05)
 - Assess in Greater Detail in Phase 3
- Issues (Program) w/Recommendations to be Resolved By
 - VCSA/ASA(MRA)
 - CSA/SA

Reengineering (Starting Over)

What it is:

“The fundamental rethinking and radical redesign of processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed.”

Hammer and Champy, 1993

Tenants:

Core processes have a single process owner.
Designed to minimize the numbers of hand-offs.
Designed to reduce redundancies.
Increasingly cross functional.
Focus is on customer satisfaction.

Institutional Army Axis Hypothesis

Fundamental 'Reengineering' Hypothesis

- If we understand the Institutional Army's core competencies and related processes and the insights derived from Joint Venture we can use information age technology and management practices for reengineering the processes to deduce an organization which produces a better product

Process + Technology

Process Reengineering

Organization = Product

Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

Acquire & Sustain
People

Acquire, Maintain &
Sustain Equipment

Support
Organizational Training

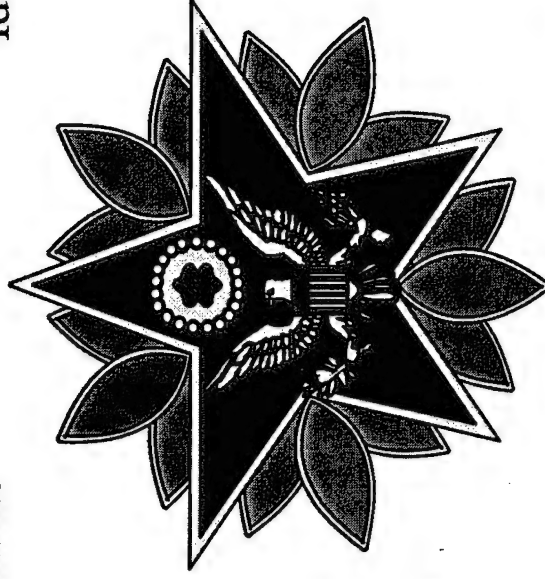
Tailor, Mobilize & Project
Land Power

Manage Information

Acquire and Sustain Facilities

☒ *Manage Installations*

Maintain & Sustain Land Operations



Manage Installations

Definition

The process of planning, organizing, coordinating, staffing, directing and controlling resources to accomplish the installation's mission -- provide services. The process supports maintaining force readiness, deploying and sustaining the force, protecting the environment and enhancing the quality of life for soldiers, families and the Army civilian workforce. The process includes integrating with the local/civilian community in performing the installation's mission.

Manage Installations

Assumptions

- Defense resources will not keep pace with Service requirements
- Army operational forces will operate in an environment as described in TRADOC PAM 525-5
- Army institutional forces will operate in an environment as described in DA PAM 100-XX
- Mission related programming will continue to be done by MACOMs
- DoD will continue to move toward privatization
- Army will have Forces forward deployed IAW a Power Projection strategy
- There are at least 122 services involved at installations

Manage Installations

What You Should Take Away

- No established requirements for services
- No performance standards for services
- No viable resource audit capability
- Questionable “Joint” service consistency
- Billpayers (e.g. OPTEMPO) are counterproductive

Manage Installations

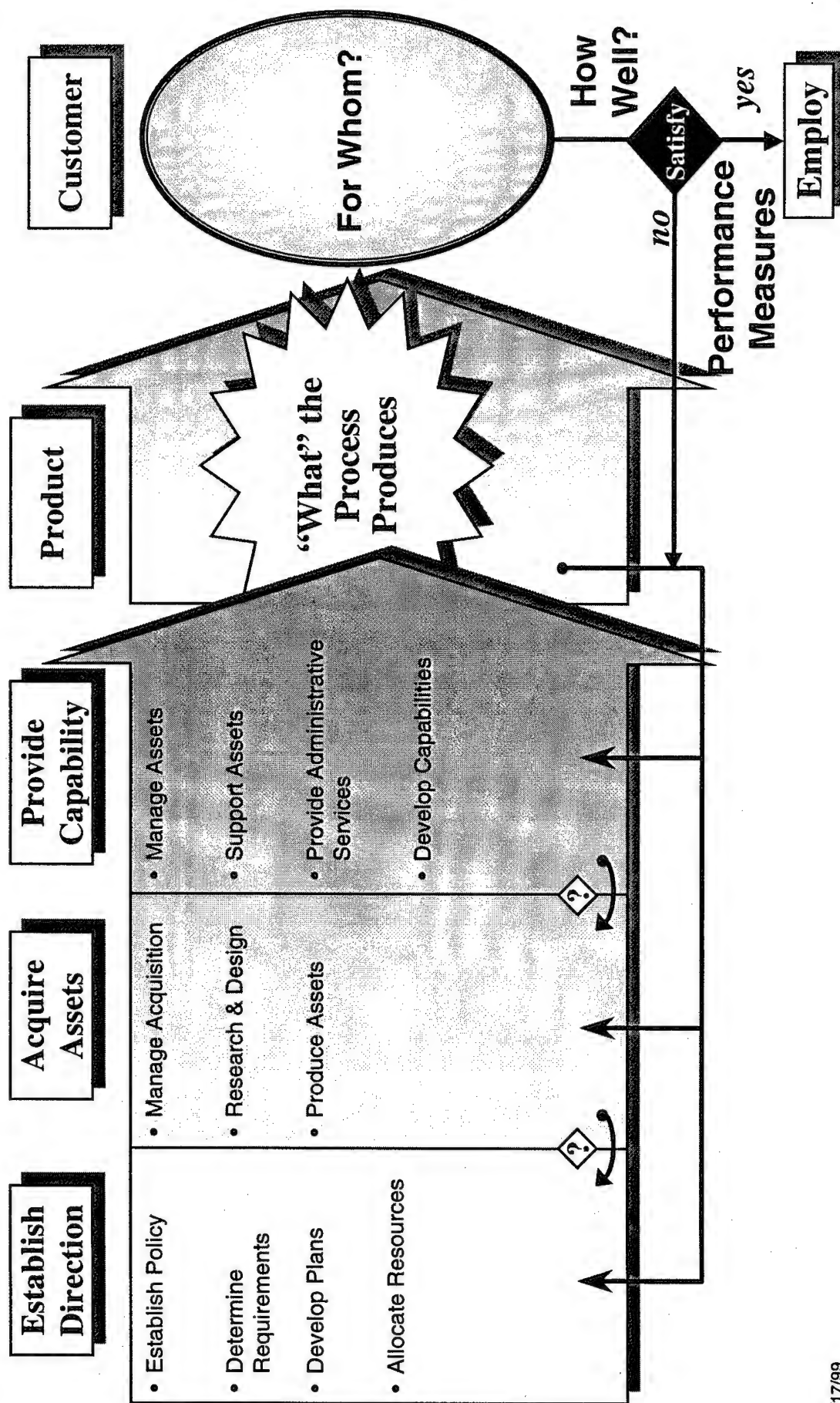
Important Factor: *Manage Installation* process represents a significant resource investment. Redesigned process should provide mechanism to support future requirements appropriately.

Installations	Approximately 2,000 (214 "primary")
Facilities	1.2 billion square feet in Army inventory
Land	12.1 million acres
Manpower	44K (Civ. 32K / Mil. 12K)
Dollars	\$6 billion

The focus must be on: eliminating redundancies; reducing the number of hand-offs; and, dramatic improvement in other measures of performance such as time, cost and services.

Process: The Approach

DoD Enterprise Model



Institutional Axis 'Measures'

Measures of Effectiveness

These are *external* measures of the process *product* from the *customer's perspective*.

What satisfies the customer? Note: if you're part of the process, you are *not* a customer

- time?
- reliability?
- user friendly?
- cost?

Measures of Efficiency

These are *internal* measures of the *process* from the *process owner's perspective*.

What is the most efficient way to generate a satisfactory product?

- time?
- cost?
- service?
- quality?

Measures of Performance

These are standards or criteria which establish acceptability of effectiveness or efficiency:

- time - not later than *date*
- reliability - probability of failure is X?
- user friendly - self instructional manual

What's Wrong with the Current Process?

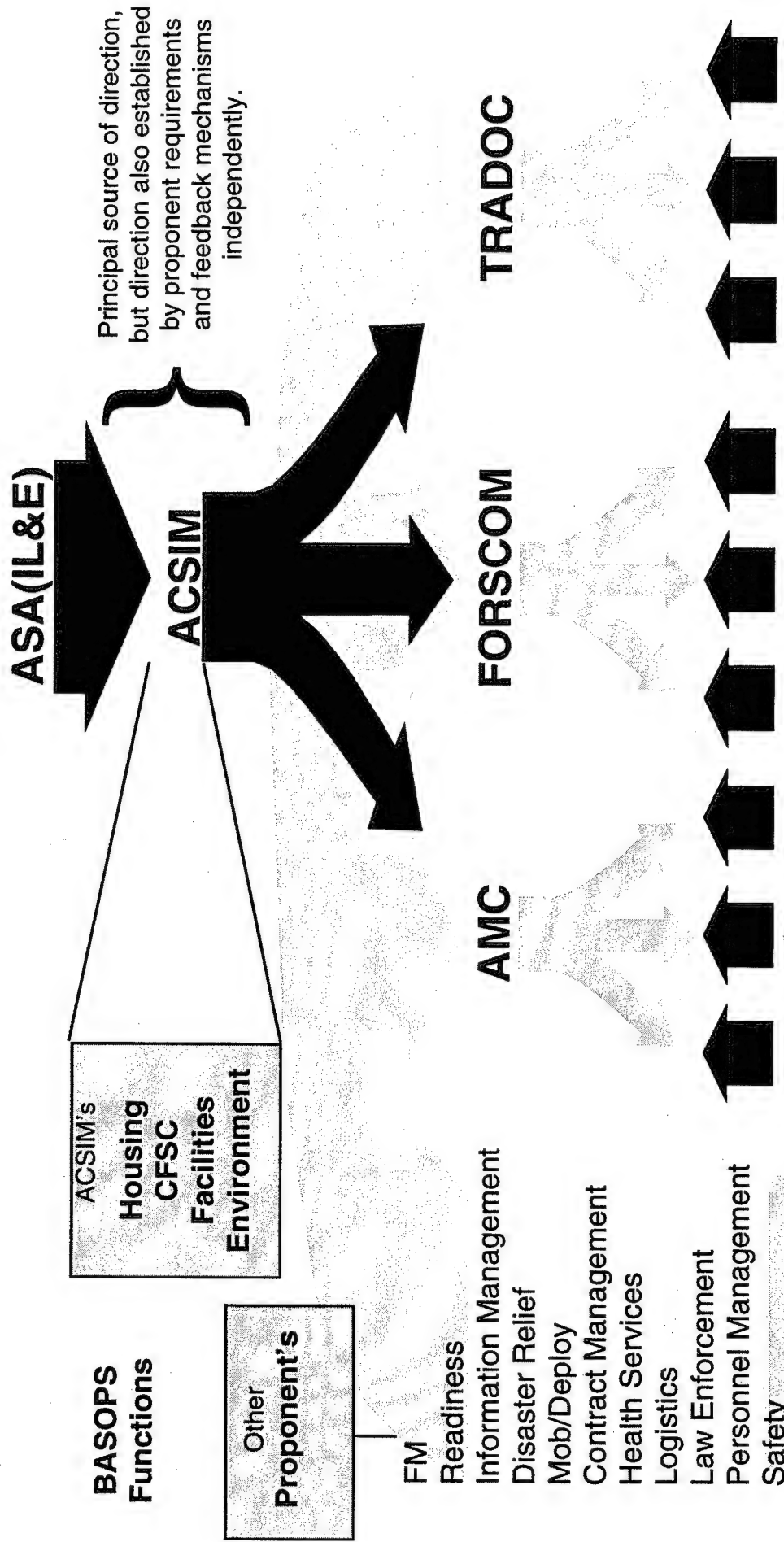
Customer

- No clear direction
- Expectations exceed resources
- Requirements exceed resources—installations are bankrupt
- Ineffective, fragmented information systems

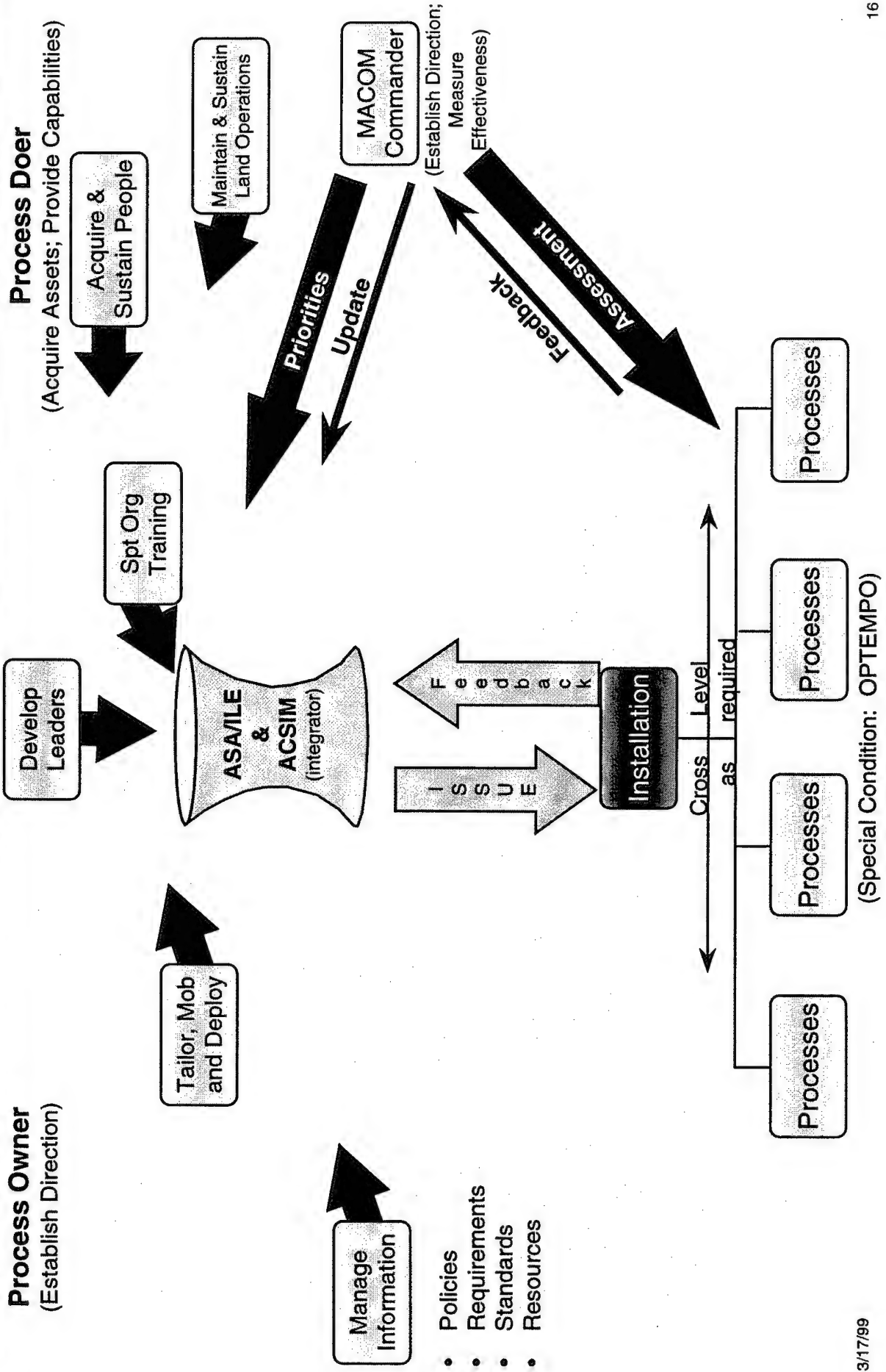
Process Owner

- Multiple “process owners” and “hand-offs”
- No performance measures
- Resource delivery not tied to requirements
- Process is manpower and time intensive

No Clear Direction



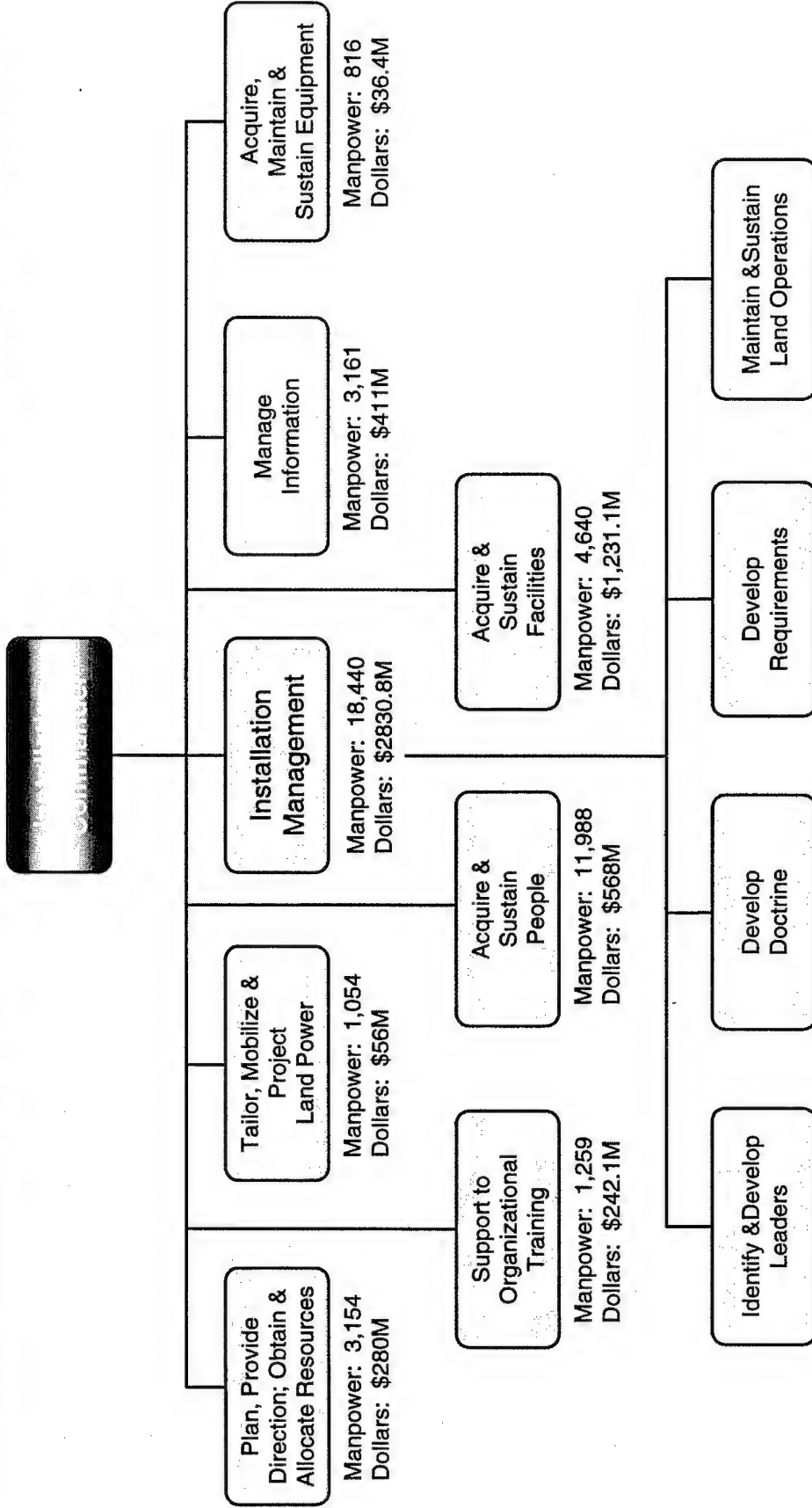
Manage Installations



Approach

- Align 122 services with 12 processes
- Rank order services: GIN to divest
- Define resources (\$/manpower) to services
- How much (%) resource is at installation level

Manage Installations



Institutional Totals:

Manpower: 44K
Dollars: \$6 billion

Priority Totals:

GIN	Dollars	Manpower
GIN	\$549M	5.7K
GIN/Outsource	\$366M	2.9K
Outsource/Divest	\$4741M	35.9K

Manpower/Dollars: Program Year FY97
% Rates: CEAC-FY95 executed

Manage Installations

Acquire &
Sustain
People

GIN = Government in Nature
GIN/O/D = Government in Nature/Outsource
O/D = Outsource/Divest

GIN

Sr. Executive Service
Financial Planning - Military
Justice Services

GIN/O

MILPO Services
Recruitment/ Replacement
Position Mgmt
Mgmt/ Employee Relations

O/D

MWR Program Services
Continuing Education Services
Other Civilian Personnel Services
Latch Key Programs
Home Based Child Care
Substance Abuse Programs
Center-based Child Care
Child Development Services Mgmt
Education for Child Care Providers

O/D

Youth Leisure and Social Recreation
Youth Sports and Physical Fitness
Civilian Training
Youth Development Services Mgmt
Exceptional Family Member (EFMP)
Family Advocacy
Family Member Employment Program
Information Referral and Follow-up
Relocation Services
Youth Development Programs
Career Transition Services
Army Emergency Relief
Community Outreach
Equal Employment Opportunity
NAF Personnel Support
Equal Opportunity Office Services
Legal Assistance
Pastoral Support
Religious Services

Totals: \$568M Mn Pwr 11,988

3/17/99

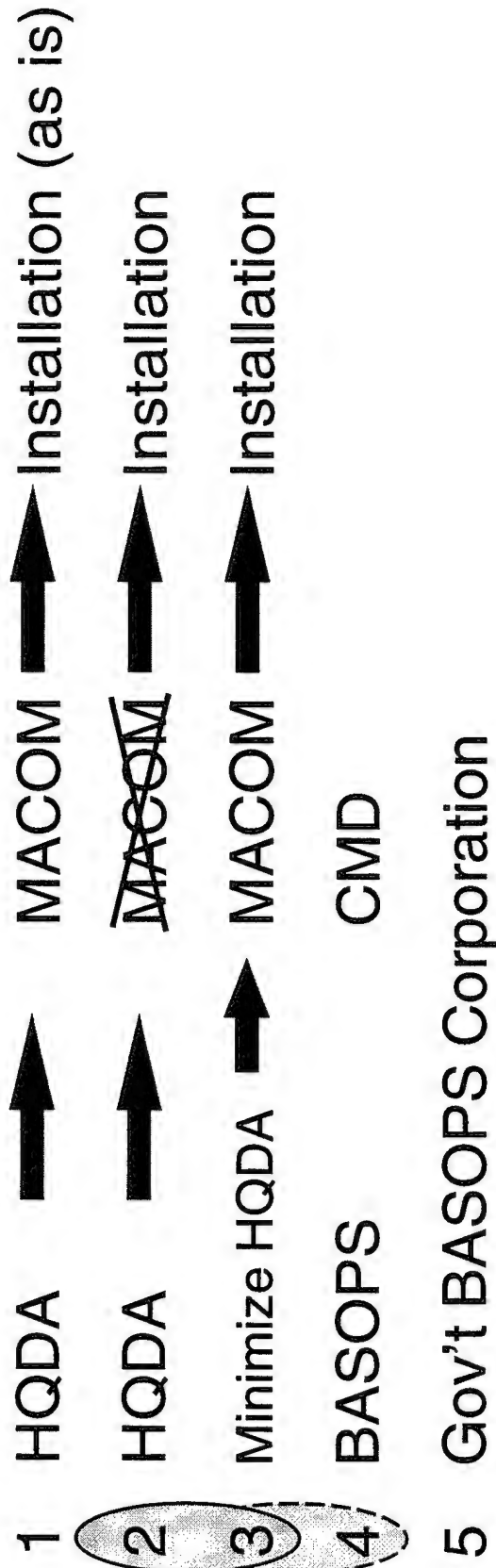
How Does this Solve the Problem?

- Process owners visibility/stewardship
- Rank ordered services
 - Divest/save all
 - Outsource if cost effective
 - Recapitalize
 - within installation
 - within installation management
 - within Army at large

Issues

- What is the Requirement? Standard?
- MACOM Commander's role?
- Installation or garrison--who is in charge?
- OPTEMPO versus OMA?
- Service distribution/rank?

Relationship to Proponent's Options



Manage Installations “To-Be”

An “Integrated” Process

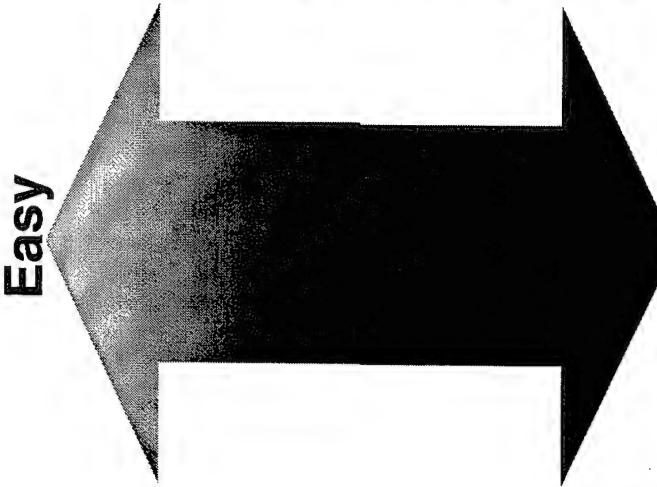
What’s Wrong

- No clear direction
- Expectations exceed resources
- Requirements exceed resources—installations are bankrupt
- Ineffective, fragmented information systems
- Multiple “process owners” and “hand-offs”
- Resource delivery not tied to requirements
- Process is manpower and time intensive

The Solution

- Single Installation Management process owner
- Installation commander has authority to balance resources
- When appropriate, maximize outsourcing of maintenance and sustainment functions
- Installation commander have direct coordination with process owner
- Policies, priorities, resources, standards--DIRECTION--channeled through Process Owner to Process Executors (Acquire Assets, Provide Capabilities)
- Single funding manager and program integrator

Manage Installations

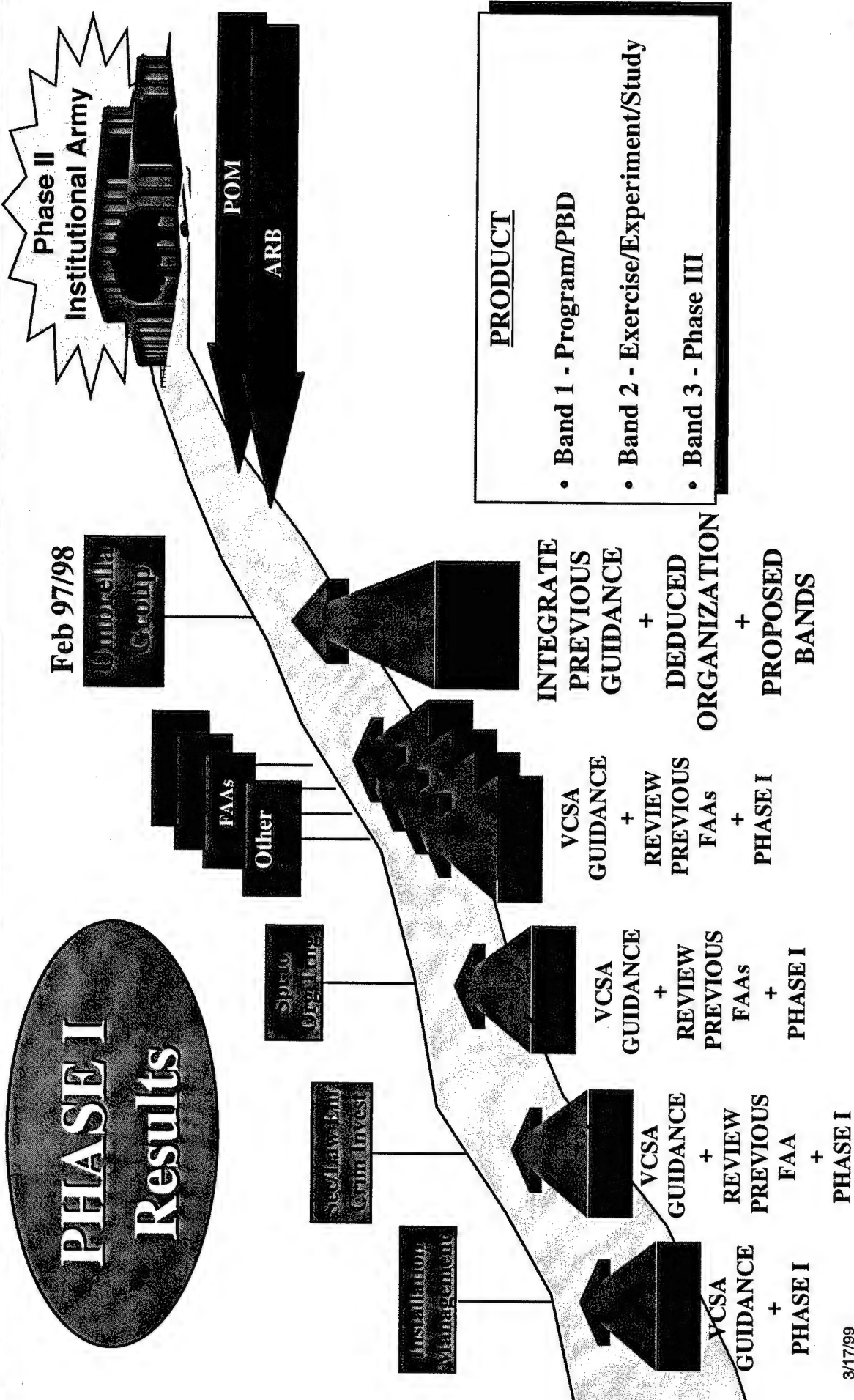
 Easy	<u>Action</u>	<u>FAA</u>	<u>Experiment</u>
	<ul style="list-style-type: none">• Define Requirements, Establish Standards	+	Analysis
	<ul style="list-style-type: none">• Maximize outsourcing of maintenance and sustainment functions	+	Analysis
	<ul style="list-style-type: none">• Installation CDR's increased authority	+	Analysis
	<ul style="list-style-type: none">• Improve/enhance Installation resource management	-	Analysis
	<ul style="list-style-type: none">• Single process owner	-	Analysis
Hard			

Manage Installations

What You Should Take Away

- No established requirements for services
- No performance standards for services
- No viable resource audit capability
- Questionable “Joint” service consistency
- Billpayers (e.g. OPTEMPO) are counterproductive

Synchronization of Institutional FAAs



Redesign of the Institutional Army

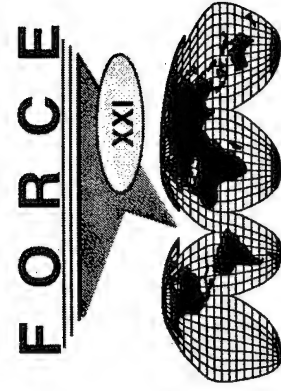
Force XXI TDA Axis

Phase I (Residual)

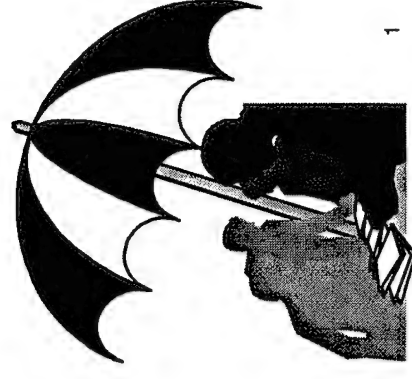
Phase II (Recommended)

Issues

March 1998



3/19/99



Agenda

- Introduction
- Phase I-Decided
- Phase I-Residual
- Phase II-Recommended

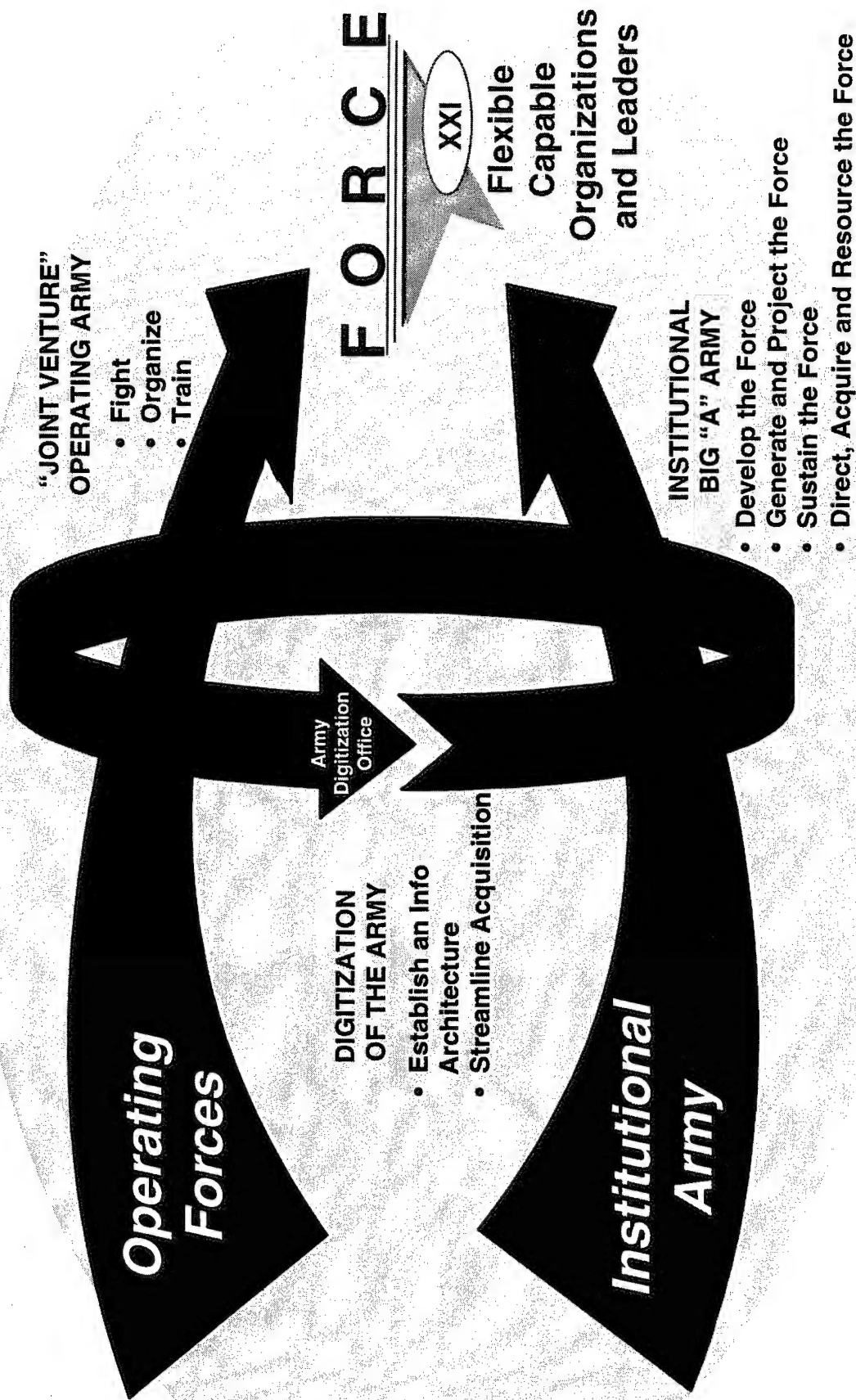
Purpose

To gain decisions on issues resulting from six Phase II FAAs, Phase I residual issues and the Umbrella Group's parallel assessment.

- Decisions will be incorporated into POM 00-05 "build" as appropriate
- Briefing concludes Phase II, Redesign of the Institutional Army

To establish the azimuth for Phase III-Final Organization/POM 02-07.

Force XXI Campaign Plan



Institutional Army Redesign Charter

Mission: Redesign the institutional Army by the year 2000...

Execution: Reengineer departmental processes and redesign organizational structures to support the Army's Title 10 core competencies...

Principles:

- Maintain enduring Army values and ethics
- Be consistent with six imperatives
- Link to the NMS
- Conform to National Performance Review; reduce HQDA and number of MACOMs
- Redesign founded in Army core competencies
- Leverage information age technology
- Maintain shared Total Army vision
- Employ cost-effective resourcing
- Capitalize on strength of each component
- Experiment in GHQ exercises (as appropriate)

Framework for Redesigning the Institutional Army

Core Capabilities

1. Direct, Acquire and Resource the Force
2. Develop the Force
3. Generate and Project the Force
4. Sustain the Force

Core Processes

1. Plan and Develop Policy
2. Direct and Assess
3. Develop Doctrine
4. Develop Requirements
5. Acquire, Train & Sustain People
6. Identify & Develop Leaders
7. Tailor, Mobilize & Project Land Power
8. Support Organizational Training
9. Acquire, Maintain & Sustain Equipment
10. Maintain & Sustain Land Operations
11. Acquire and Sustain Infrastructure
12. Operate Installations

Army Imperatives

1. Quality People
2. Solid Doctrine
3. Realistic Training
4. Competent Leaders
5. Appropriate Force Mix
6. Continuous Modernization

OBJECTIVE

TRAINED, READY,
DEPLOYABLE AND
SUSTAINABLE ARMY

DA Pam
100-XX

Army Leadership Guidance

- Reengineer Departmental Processes
- Redesign Organizational Structure

TO

- Support the Title 10 Core Competencies Required for America's Army in the 21st Century

Army Vision

The World's best Army trained and ready for victory.
A Total Force of quality soldiers and civilians:

- A values-based organization
- An integrated part of the Joint Team
- Equipped with the most modern weapons and equipment the Country can provide
- Able to respond to our Nation's needs
- Changing to meet challenges of today...tomorrow...and the 21st century

Institutional Army Core Competency

Create, Provide and Sustain the Land Component of the Combatant Commander's Joint/Multinational Force.

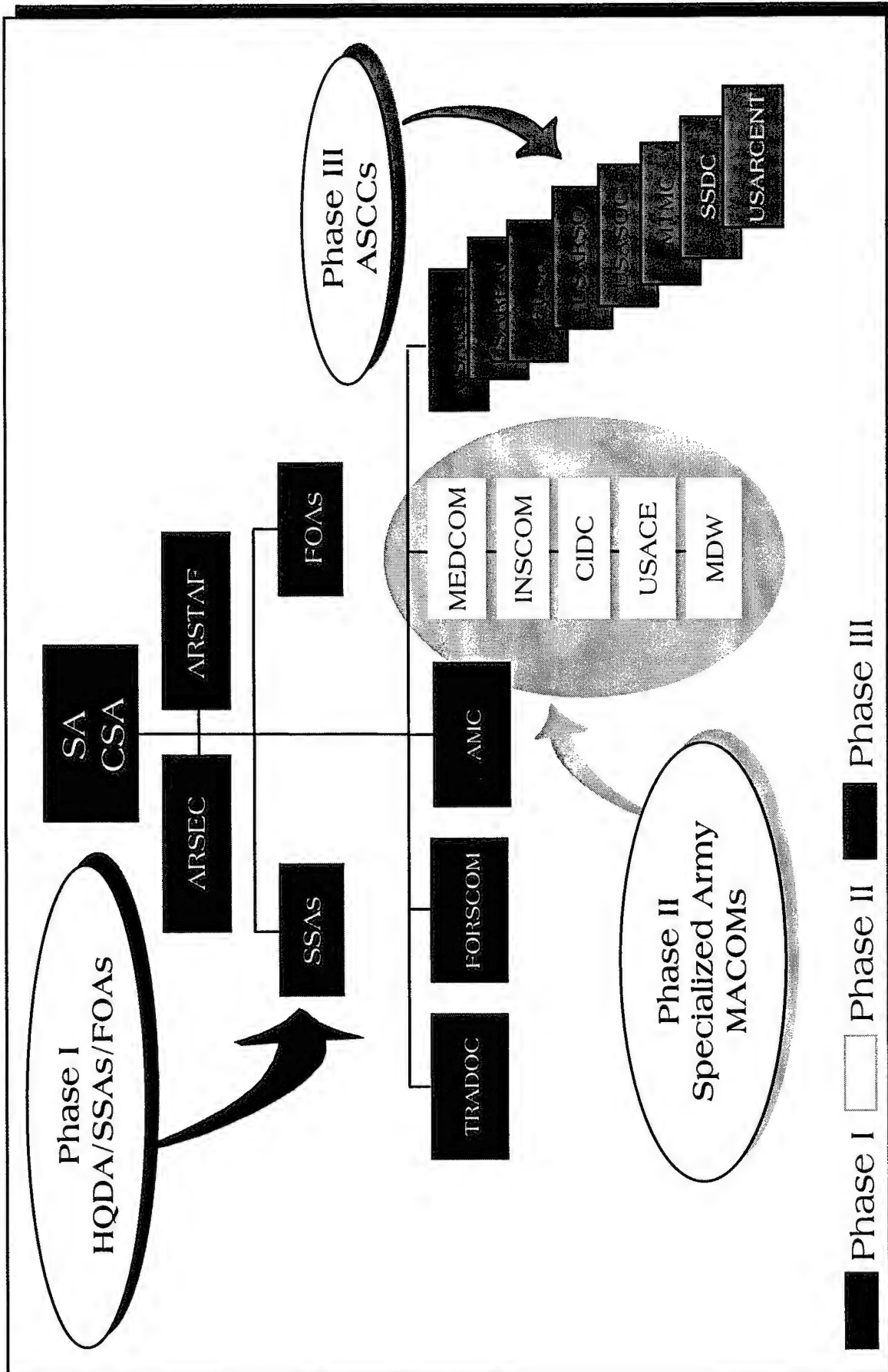
Army's Core Competency

Soldiers--and those who support them--capable of prompt and Sustained Operations On Land

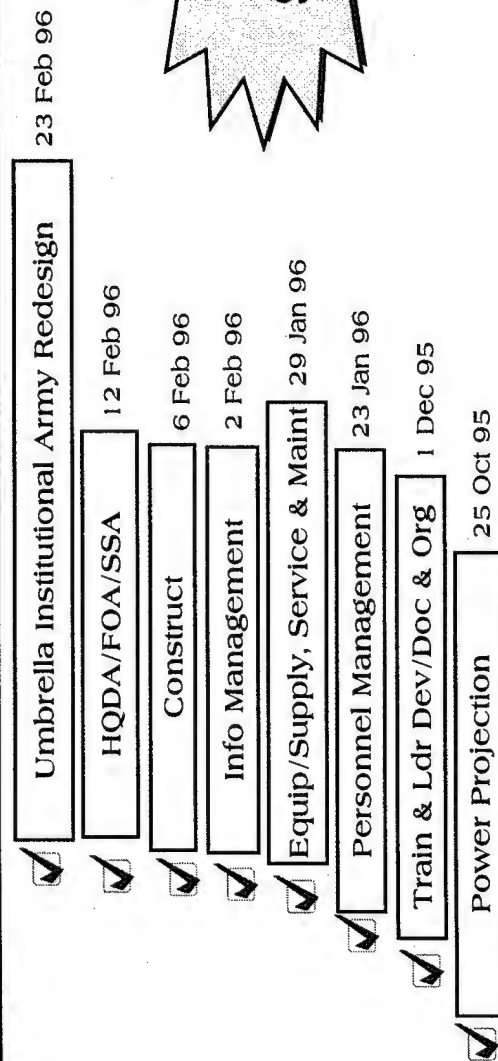
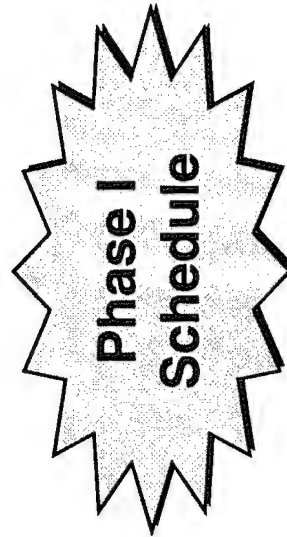
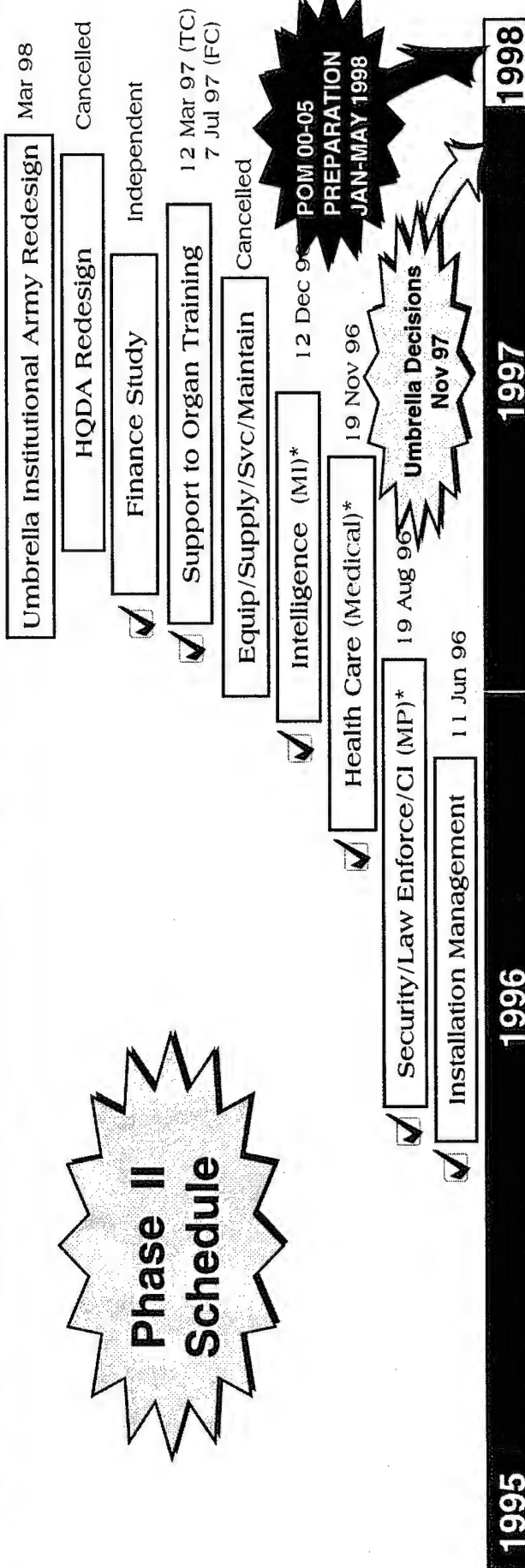
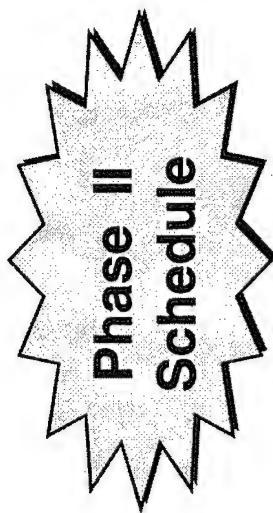
Phase I CSA Decision Brief Recommendations

- Realign SSDC under TRADOC as the Army Service Component Command (ASCC) of SPACECOM
- Reengineer Information Management and activate Army Signal Command (ASC) under FORSCOM
- Realign Army War College (AWC) and Army Management Staff College (AMSC) under TRADOC
- Continue to develop the MINOR COMMAND concept for possible application to:
 - Intelligence
 - Health Care
 - Criminal Investigation
 - Construction
 - Personnel
- Develop separate decision briefing concerning the "Accession Command":
 - Aligned under TRADOC?
 - Aligned under a Personnel MINOR COMMAND?
- Refer other, POM 98-03 issues to the PAE/PEG process for implementation in POM 98-03
- Continue to develop DA PAM 100-xx as the 21st century azimuth
- Begin Phase II of Institutional Army Redesign Axis

Institutional Force - Interim



FAA Schedule



Institutional/TDA Axis

Phase I (Residual)

Logistics	Personnel
<ul style="list-style-type: none">• Wartime/Contingency Stocks• National Provider<ul style="list-style-type: none">- maintenance: ISM- logistics: single stock fund- National? Regional? Local?• DOL Privatization	<ul style="list-style-type: none">• Attrition• Accessions Command<ul style="list-style-type: none">- USAREC- MEPCOM• AMSC
	Education
	Test and Evaluation

Issue 00

Each issue has a unique # and title

Title: Senior ROTC Staffing

Process Proponent and Sponsor

Proponent: TRADOC

Sponsor: ASA-MRA

Source: Umbrella

Implementation Period: 98-03

Time frame in which recommendation is to be implemented

Issue Source

Synopsis: Use a combination of AC, Reserve Component (RC) and/or contract retired officers & NCOs to manage and execute the ROTC program. RC could be a combination of full-time and M-day soldiers. Instruction will be at universities or RC facilities. This will release Active Component and NCOs for combat and institutional requirements.

"Confidence" in resource data:

C-1 high;

C-5 low

Resource Implications:

Current process resources withdrawn by HQDA to reinvest

Army Staff/Command Position:

Concur: MRA, DCSOPS

Costs

Transfers

C-4
Savings
2400

\$279M over POM

Current process resources level must be increased

Directed reinvestment

Nonconcur:

RECOMMENDATION: TRADOC develop plan, conduct test and implement by FY99.

For each recommendation there is a "principal" Action Officer

ACTION: TRADOC - lead; ASA(MRA), DCSOPS - assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA for decision

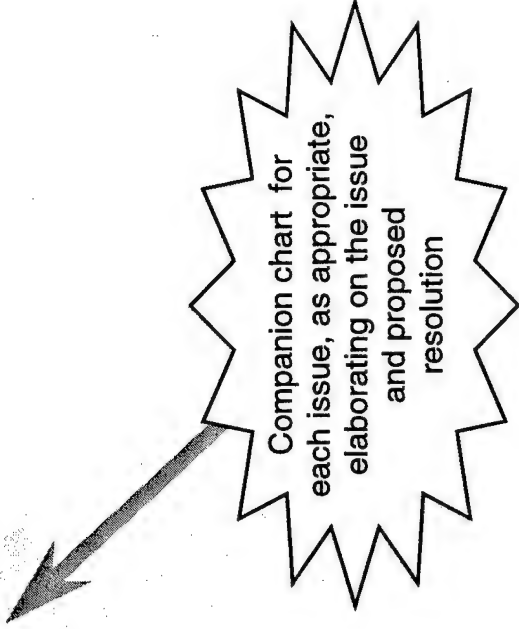
☐ Defer to POM 00-05
☐ Study by: _____

Issue 00

Title: Senior ROTC Staffing

Discussion: For the purposes of this issue the Cadet Command and the Region HQs may still be manned by AC personnel per current authorizations and all civilians would remain. If the option were to use RC AGRs to replace the current AC the cost could be more than \$160M, given these were new AGR authorizations.

This issue could also be tied to USAREC becoming a part of TRADOC and the USAREC recruiters recruiting for ROTC as a part of their mission. This action would eliminate the need for enrollment officers at ROTC battalions.



Companion chart for
each issue, as appropriate,
elaborating on the issue
and proposed
resolution

Issue 00

Title: Senior ROTC Staffing

Enablers: Legislation must be changed to authorize the use of retired personnel and more RC personnel. Currently the ARNG and USAR are limited to 275 ROTC instructors.

Action/initiatives/authorizations required to "enable" the recommendation to be implemented

Summary series of tasks, agencies and manpower necessary to implement the recommendation

Implementation Guidance:

1. TRADOC develop Concept Plan not later than Sep 1996.
2. Conduct small scale proof of principle in academic year 97-98, not to exceed \$2 million. The test should include options of: all RC with a mix of AGR and M-day, all contract of retirees, and both of the above with one AC officer per detachment.
3. Upon successful completion of proof of principle, phased in to coincide with current personnel tour ending dates as follows:
 - 33% in SY99
 - 33% in FY00
 - 33% in FY01

Issue 00

Title: Senior ROTC Staffing

To be provided
to appropriate
PEG

PBD Information

Date:

PBD#

PBD Title:

As much detail
as possible

"Confidence"
in resource data:
C-1 high;
C-5 low

Years in which
resource levels
are adjusted

As much detail as
possible to assist
the programming
process, where
appropriate

Manpower

Cmd	UIC	MDEP	AMSCO	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
TRADOC (mil)							-800	-1600	-2400	-2400	-2400

(-) represents a
reduction to
current program
resource level

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
TRADOC OMA cost							+23	+46	+70	+70	+70

(+) represents increase to current program
resource level, e.g., either a bill to be paid with
resources from other processes, or transfer
within the process from different source/cmd

Institutional/TDA Axis

(Phase II Recommended)

Installation Management

UNCLASSIFIED
DATE 01-01-01 BY 1045
AUTHORITY 1045

Issue II-1

Title: Establish Installation Service Standards

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services.

Resource Implications:

Savings

Costs

Military:

Civilian:

Dollars:

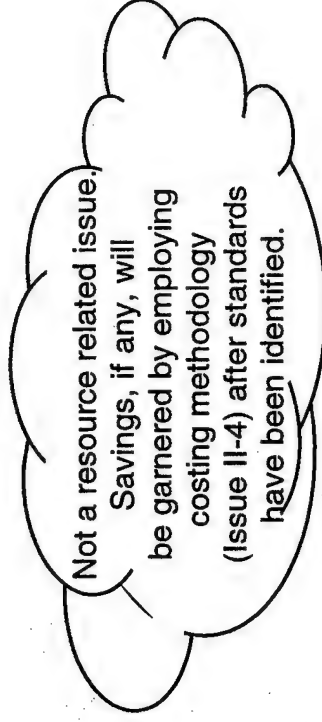
Army Staff/Cmd Position:

Concur: ACSIM, FORSCOM (w/cmt)

Nonconcur:

Recommendation: HQDA establish qualitative and quantitative standards for each installation service and include in FM 100-22 update (see issue number II-5).

Action: ACSIM—lead; HQDA installation service staff proponents—assist

☐

Approve

☐

Disapprove

☐

Fwd to CSA/SA
for decision

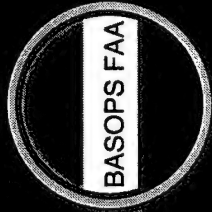
☐

Defer to POM 02-07
Study by: _____

Issue II-1

Title: Establish Installation Service Standards

Discussion: The primary role of Army installations is to provide a place for Army organizations to live, work and play. In the performance of this function installations provide up to 98 different services such as career transition services, family housing management and pastoral care. Each service has a proponent office within HQDA. Currently, there is no acknowledged, approved standard for level of service for installation services. As a result, those entitled do not know how much service to expect, nor do installation commanders, MACOM commanders or HQDA staff proponents know how many resources to invest in these services. HQDA may therefore provide/program inadequate resources to meet variable expectations, and local commanders are left to decide unilaterally service and resource levels, even at the cost of migrating other resources like OPTEMPO. HQDA (ACSIM) is presently testing a draft set of quantity standards as the third part of an evolving Installation Status Report system. Development and subsequent testing of quality standards is projected to begin during FY98.



NEEDED BASOPS TOOLS STANDARDS



BARRACKS



FOOD SERVICE



CHILD CARE



NEED STANDARDS
FOR ALL BASOPS
SERVICES



MAINTENANCE

STANDARDS PROVIDE:

- PREDICTABILITY
- PLANNING/PROGRAMMING TOOL
- REQUIREMENT IDENTIFIER

FORSCOM



SERVICES PRIORITIZATION

Purpose: Identify and prioritize what BASOPS services should be provided at seven types of Army installations

PAT Methodology:

- Categorized 122 BASOPS services into High, Medium and Low Priority
- Further categorized into: "must be on post"; "can be provided off post"
- Identified not necessary in resource constrained future

PAT Results:

- Some BASOPS services are essential to all types of installations
- Government provided housing may be divested at some types of installations
- Certain BASOPS services may be divested when housing is divested
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

Issue: II-1 **Title:** Establish Installation Service Standards

Enablers: None

Implementation Guidance:

1. ACSIM collect data Army-wide against proposed quantity standards in FY98.
2. ACSIM develop quality standards during FY98 and collect Army-wide data against those standards in FY99.
3. ACSIM submit both quantitative and qualitative service standards to TRADOC Army Management Staff College for inclusion in FM 100-22 update NLT October 1, 2001.
4. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

NOT FOR PUBLICATION

Issue: II-2

Title: Prioritize Quality of Life Services

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: Quality of life services are an essential dimension of the Army family and are as diverse as sports—physical fitness centers, housing—BOQ/BEQ, family housing furnishings or auto crafts. There currently exist no baseline set of requirements or standards for these services nor criteria establishing whether they be provided on installations, can be obtained off-post or are categorically “nice to have,” resources permitting. The Army should acknowledge the contribution QOL services make to Army families and, vicariously, unit readiness and establish standards, a prioritization methodology and service delivery means.

Resource Implications:

Savings **Costs**

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: FORSCOM

Nonconcur: ACSIM

Recommendation: Define QOL in terms of services to be provided and establish requirements, prioritization methodology and service delivery means and include in FM 100-22 update (see issue number II-5).

Action: ACSIM—lead; DCSPER, DCSOPS, ASA(ILE), ASA(MRA)—assist

☐

Approve

☐

Disapprove

☐

Fwd to CSA/SA

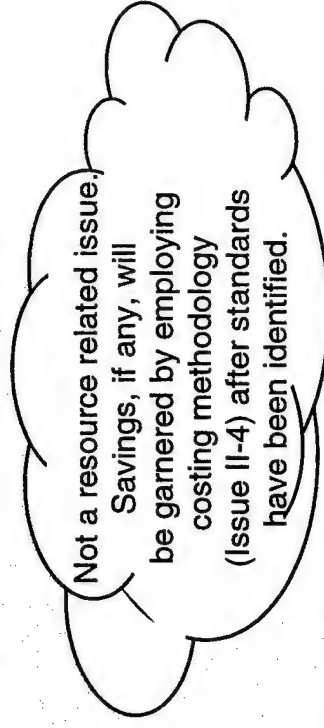
☐

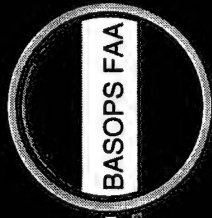
Defer to POM 02-07

☐

for decision

Study by: _____





QUALITY OF LIFE

Purpose: Identify and prioritize QOL services by type installation

PAT Methodology:

- Identified QOL services and rank ordered by importance
- Identified
 - "Must be on post"
 - "Can be obtained off post"
 - Nice to have if resources available

PAT Results:

- Army must develop baseline QOL standards and requirements and resource to baseline standards
- Commanders decide on additional services within resources available
- POINT OF DEPARTURE FOR FUTURE STUDY BY HQDA

FORSCOM

Issue: II-2

Title: Prioritize Quality of Life Services

Enablers: None

Implementation Guidance:

1. ACSIM define Quality of Life and related installation management services NLT June 1998.
2. ACSIM develop a method for prioritizing QOL services NLT October 1998.
3. ACSIM announce Army's QOL service priorities NLT January 1999.
4. ACSIM, in coordination with TRADOC, included QOL definitions and prioritization methodology in FM 100-22 update NLT January 1999 (see issue number II-5).

Issue: II-3

Title: "Service Delivery" Methodology

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Installation services may be delivered through a variety of methods ranging from centralization and/or regionalization supporting multiple installations to contracting or privatizing. Absent a standard methodology for determining a consistent means of service delivery, inefficiencies, and possibly inconsistent service quality may result. A standard methodology for establishing the preferred means of service delivery will permit more consistent quality and efficiency. The methodology should be robust enough to permit local variance where a more cost effective alternative producing the same service quality is available.

Resource Implications:

Military:

Civilian:

Dollars:

Army Staff/Command Position:

Concur: FORSCOM

Savings

Costs

Trans

Not a resource related issue.
Savings, if any, will
be garnered by employing
costing methodology
(Issue II-4) after standards
have been identified.

Nonconcur: ACSIM

Recommendation: Establish a departmental methodology for determining means for providing installation service delivery and include in FM 100-22 update (see issue number II-5).

Action: ACSIM-lead; ASA(ILE)-assist

☐

Approve

☐

Disapprove

☐

Fwd to CSA/SA

☐

for decision

Defer to POM 02-07

☐

Study by: _____

BASOPS SERVICE DELIVERY METHODS DEFINITIONS

CENTRALIZE: Services provided to all Army installations from a single location.

REGIONALIZE: Services obtained from an organization/office responsible for all Army installations in a specific geographic area.

CONTRACT OUT: Services obtained by contract with private sector. Contractor uses some Army owned assets in providing service.

PRIVATIZE: Services obtained from the private sector. Army no longer involved in providing service. Army gives or sells assets to private sector.

PARTNER: Services exchanged between Army and surrounding community at no additional cost to either.

GOVERNMENT IN NATURE (GIN): Service is inherently a government activity and must be accomplished by government personnel, based on statute, case law and Comptroller General decisions.

NO CHANGE: No significant savings can be accomplished by changing the method of delivery.

DIVEST: Services no longer acquired by the Army.

Issue: II-3

Title: "Service Delivery" Methodology

Enablers: None

Implementation Guidance:

1. ACSIM, consistent with Installation Management FAA, develop a list of options for providing each service available on Army installations and criteria for determining preferred and alternative delivery means for each service NLT June 1998.
2. ACSIM, given above criteria, establish preferred and alternative delivery means for each service NLT October 1998.
3. ACSIM, in coordination with TRADOC, integrate service delivery means into revised FM 100-22, Installation Management ("Model Cities" book, see issue number II-5) NLT January 1999.
4. ACSIM issue policy letter announcing service delivery means policy NLT October 1998.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 07-09-00 BY 60322
UCBAW

Issue: II-4

Title: Service-Based Costing

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: Mini POM 01-05

Synopsis: The actual costs of providing services on installations varies by installation and, absent a consistent standard, by level of service provided. HQDA proponents attempt to program and allocate resources for providing services based on MACOM established requirements that are often distorted by the vagaries of service cost estimates. A standard methodology for determining costs of installation services will assist in establishing a consistent level of service provided.

Resource Implications:

Savings

Costs

Military:

Civilian:

Dollars:

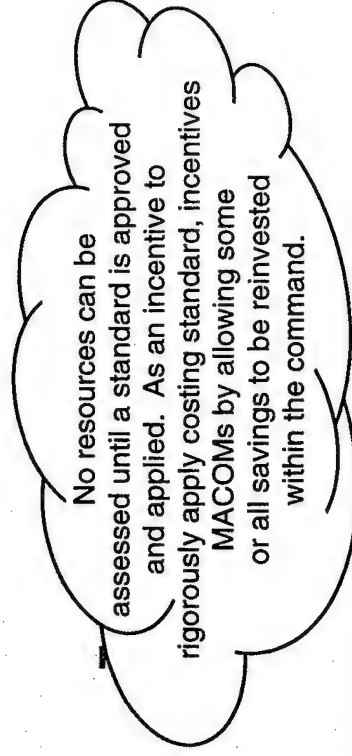
Army Staff/Command Position:

Concur: ASA(FM)

Nonconcur: FORSCOM, TRADOC

Recommendation: Establish service-based costing and standard service costing as the Army's standard methodologies for estimating installation service costs and aiding in programming requirements determination and allocating resources to perform installation services at approved levels and include in FM 100-22 update (see issue number II-5).

Action: ASA(FM)-lead; ASA(ILE), ACSIM-assist

☐

Approve

☐

Disapprove

☐

Fwd to CSA/SA
for decision

☐

Defer to POM 02-07

☐

Study by: _____

Issue: II-4**Title: Service-Based Costing**

Discussion: Installation Services Costing consists of two managerial costing methodologies. 1. Capturing the true cost of providing services and 2. Developing expected cost for forecasting. Service-Based Costing (SBC) is a methodology for displaying the full costs of providing services. The methodology measures the consumption of resources by services and the quantity of service provided. Absent of a consistent standard "target," HQDA proponents attempt to program and allocate resources based on past performance and MACOM established requirements that are often distorted by the vagaries of service cost estimates. Through analysis of SBC and ISR III quality ratings standards can be developed. Standard Service Costing (SSC) is a methodology for developing "expected" cost standards for a standard level of quality. A standard methodology for determining the "did" costs (SBC) and "expected" costs (SSC) of installation services will assist in establishing a consistent level of service quality provided, and will permit HQDA proponents to better estimate total resource requirements when preparing biannual POMs. Activity-based costing when used at the installation level can and should be designed to support requirements of SBC and SSC but it should not be mandated as a standard methodology.



NEEDED BASOPS TOOL ACTIVITY-BASED COSTING (ABC)



WHAT IS IT?

ABC IS A COSTING METHODOLOGY
THAT DISPLAYS THE FULL, ACTUAL
COSTS OF DOING WORK ACTIVITIES.

WHAT IT DOES?

IDENTIFIES ALL RESOURCES
CONSUMED IN PRODUCING AN OUTPUT

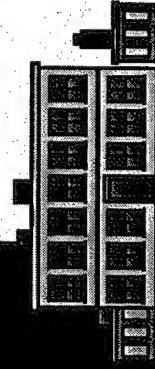
PROVIDES COST DATA FOR:

- A BUSINESS PROCESS REDESIGN
- ACCURATE REIMBURSABLE RATES
- ACTIVITY BASED BUDGETING
- COSTING OF OUTSOURCING ALTERNATIVES
- BENCHMARKING

WHAT IT CAN HELP US SAVE!

A POTENTIAL FOR \$M IN BASOPS SAVINGS WHEN USED FOR
BUSINESS DECISIONS

(PRIVATE SECTOR ESTIMATES 10 TO 100 TIMES
RETURN ON IMPLEMENTATION COST)



FORS COM



OTHER RECOMMENDED ACTIONS

	<u>ACTION</u>
● TEST DPW/USACE PARTNERING FOR APPLICATION ONLY AT AMC INDUSTRIAL SITES	AMC, USACE, OACSIM
● CONTRACT DOL OPERATIONS	ODCSLOG
● DEVELOP BASELINE ARMY-WIDE BASOPS SERVICE STANDARDS	OACSIM
● DEVELOP ARMY-WIDE PRIORITIZATION OF QOL SERVICES	OACSIM
● IMPLEMENT ABC ARMY-WIDE	OASA(FM) OACSIM

FORSCOM

Issue: II-4

Title: Service-Based Costing

Enablers: None

Implementation Guidance:

1. ASA(FM) develop for publication a primer on Service-Based Costing, Activity-Based Costing and Standard Service Costing of installation services NLT June 1998.
2. ACSIM be prepared to employ above methodology for programming installation services resources in mini POM 01-05.

Issue: II-5 **Title:** "Model Cities" Book

Proponent: FORSCOM **Sponsor:** ASA(ILE)/ACSIM **Source:** Umbrella

Implementation Period: POM 00-05

Synopsis: Army installation commanders are essentially the senior tenants on post, e.g., division commander, corps commander or school/center commandant. While their primary responsibilities are clear they are, nonetheless, required to preside over, in effect, a small town with the attendant responsibilities of a town mayor. To assist them the Army has recently established a program for command-selecting officers to serve as garrison commanders who attend a unique installation management course prior to assuming their duties. In addition, the tenets of installation management should be published as installation management "doctrine," available to all members of the installation management community which would also serve as a reference resource for other Army professional education systems, e.g., NCOES, AMSC, CGSC, Senior Service College. FM 100-22, Installation Management, 11 October 1994 is the most current publication from TRADOC on this subject.

Resource Implications:

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: FORSCOM

Nonconcur:

Recommendation: Publish a "Model Cities" book (update FM 100-22) enumerating installation management "doctrine."

Action: ACSIM-lead; ASA(ILE), DCSOPS, TRADOC, FORSCOM-assist



Approve



Disapprove



Fwd to CSA/SA



Defer to POM 02-07

for decision



Study by: _____

Transfers

Costs

Savings

Not a resource related issue.
Savings, if any, will
be garnered by employing
costing methodology
(Issue II-4) after standards
have been identified.

Issue: II-5

Title: "Model Cities" Book

Enablers: None

Implementation Guidance:

1. ACSIM submit to TRADOC (USALMC), NLT June 1998, draft input to FM 100-22 on the following:
 - a. installation service delivery methodology;
 - b. inter-service installation partnership policy;
 - c. QOL definition and prioritization methodology;
 - d. installation service activity-based costing methodology; and
 - e. Installation Status Report system to include service standards.
2. TRADOC publish updated FM 100-22, including above, NLT January 1999.

Issue II-6**Title:** Installation Funding**Proponent:** FORSCOM **Sponsor:** ASA(ILE)/ACSIM**Source:** Umbrella**Implementation Period:** Mini POM 01-05

Synopsis: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations.

Resource Implications:**Transfers****Savings****Costs****Military:****Civilian:****Dollars:****Army Staff/Cmd Position:****Concur:** ASA(FM)-cmt**Nonconcur:** FORSCOM, TRADOC, DCSLOG, ACSIM

Recommendation: Establish a process for HQDA to issue resources directly to CONUS installations (Note: initiative does not apply to OCONUS; process remains unchanged).

Action: ASA(FM)-lead; ASA(ILE), ACSIM, DCSOPS, DCSPER-assist

☐ **Approve**☐ **Disapprove**☐ **Fwd to CSA/SA
for decision**☐ **Defer to POM 02-07
Study by: _____**

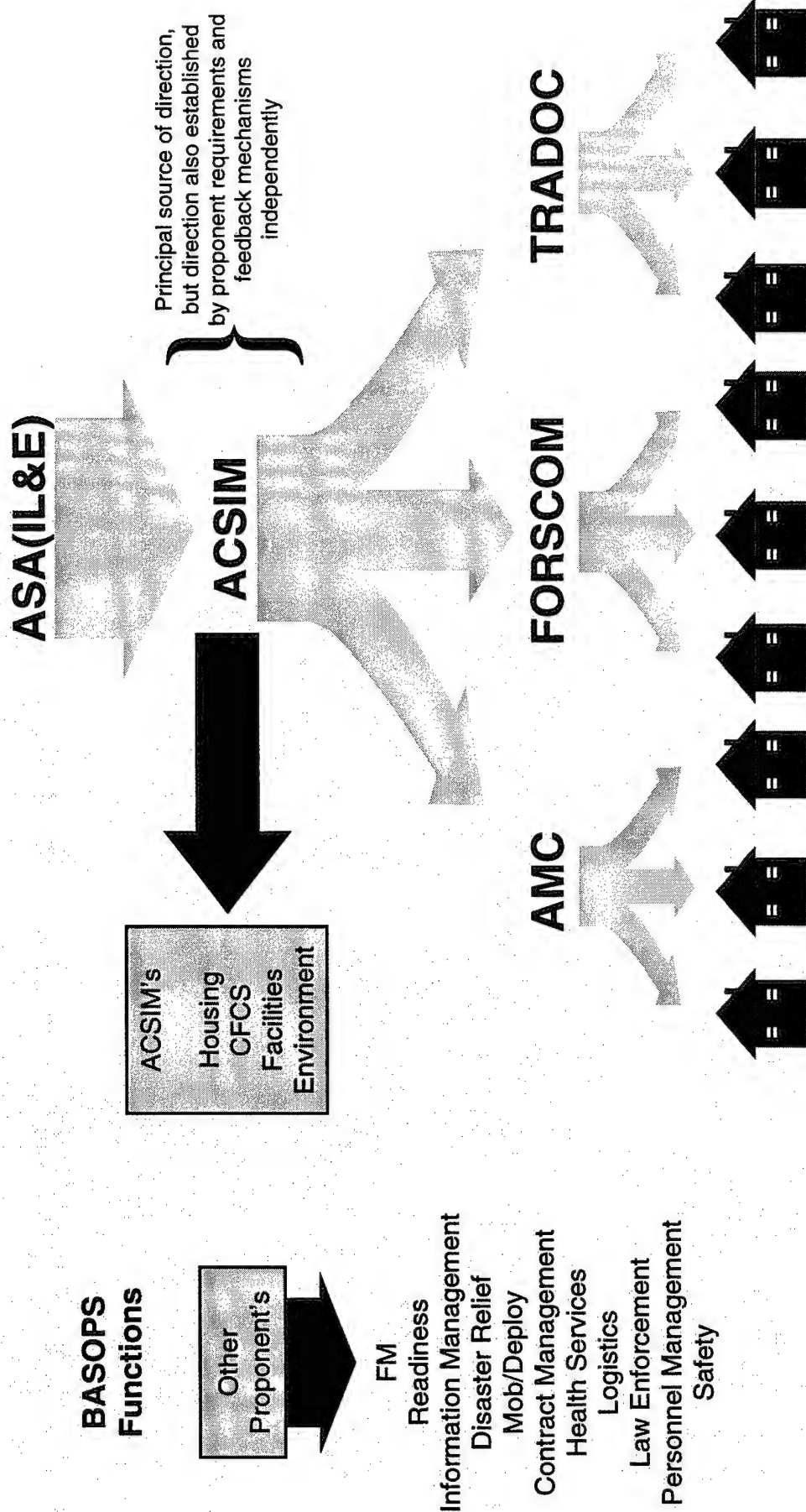
Issue II-6

Title: Installation Funding

Discussion: Currently installation services are resourced by HQDA through the major command headquarters. Amount of resources provided is based in large part on MACOMs' projected requirements reflected in their POM submissions. It is not clear how much of the resources provided by HQDA are required to support installation management at MACOM staff level. An alternative process would have HQDA issue resources directly to installations based on each HQDA service proponent's assessment of resources required to meet approved service standards at each installation. Installation commanders would retain the prerogative to redistribute resources, where allowable (e.g., child care is "fenced"), in the year of execution. MACOM commander's role would be to advise HQDA of major command priorities and to assess the efficacy of HQDA resourcing in terms of adequacy of meeting service standards and command priorities.

Manage Installations (Current)

No Clear Direction



Note: OPTEMPO resources referred to MACOM HQ; manpower and equipment referred directly to units through Central Documentation



Issue: II-6

Title: Installation Funding

Enablers: None

Implementation Guidance:

1. ASA(FM) develop process for distributing and accounting for Army appropriations allocated for installation services directly to Army installations NLT October 1998.
2. ASA(MRA) develop process for distributing and accounting for Army civilian personnel to be employed in the performance of installation services by Army installations NLT October 1998.
3. DCSOPS develop process for distributing and accounting for Army military manpower authorized to perform installation services by Army installation NLT October 1998.
4. ACSIM, in coordination with TRADOC, includes description of process for distributing and accounting for installation resource in "Model Cities" book NLT January 1999 (see issue number II-5).

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322 UCBAW

Issue: II-7

Title: Multi-service Installation Partnership

Proponent: FORSCOM

Sponsor: ASA(ILE)/ACSIM

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Multi-service installation partnerships envision service delivery through regionalization and/or agreements with other DoD services (Navy, Air Force) or Federal Agencies where installations are contiguous or in close proximity. Examples of local partnerships include shared contract for multi-installation heating fuel and maintenance of common items from various installations at one place. Currently such partnerships are developed locally and lack an overarching DoD or Department of the Army sponsorship. Given HQDA established services and standards, there is a need for a holistic departmental directive to develop cost effective, multi-service partnerships to include a mechanism, or an incentive, to allow installations engaged in such partnerships to retain some or all savings realized.

Resource Implications:

Military:

Civilian:

Dollars:

Army Staff/Command Position:

Concur: FORSCOM

Nonconcur:

Recommendation: Establish a holistic HQDA policy encouraging multi-service partnerships for providing installation services; propose similar policy to be adopted by DoD.

Action: ASA(ILE)-lead; ACSIM, ASA(MRA), DCSPER, DCSLOG, DCSOPS-assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA

☐

☐ Defer to POM 02-07

for decision

☐ Study by: _____

Transfers

Costs

Savings

Savings, if any, will be defined on a case-by-case basis dependent upon which service assumes which functions in a given multi-service agreement.



NEEDED BASOPS TOOLS MULTI SERVICE BASOPS

"The services have not taken sufficient advantage of potential opportunities to achieve significant savings in base operating support costs through greater reliance on interservicing type arrangements."

GAO Report, Military Bases{GAO/NSIAD-96-108}

WHAT IT IS:

BASOPS SERVICE DELIVERY THROUGH REGIONALIZATION AND PARTNERSHIPS WITH OTHER DOD SERVICES WHERE INSTALLATIONS ARE CONTIGUOUS OR IN CLOSE PROXIMITY.

WHAT IT DOES:

- REDUCES OVERHEAD
 - ENHANCES ECONOMIES OF SCALE
 - SAVES \$\$
- NEED:

- SA/CSA LEVEL DIRECTIVE IN ALL SERVICES
- MECHANISM TO RETAIN SAVINGS AT INSTALLATION/BASE LEVEL



FORSCOM

Issue: II-7

Title: Multi-service Installation Partnership

Enablers: None

Implementation Guidance:

1. ASA(ILE) develop a policy for inter-Army partnership, e.g., two or more Army installations, for cost effective installation service delivery NLT June 1998.
2. ASA(ILE) develop and submit to OSD proposed DoD Directive establishing guidelines for multi, intra-service partnerships, for cost effective installation service delivery NLT June 1998.

Institutional/TDA Axis

(Phase II Recommended)

Law Enforcement

NOT
FOR
REPRODUCTION

Issue: II-8

Title: Elimination of Selected MP Functions

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: Approximately 90% of installation vehicle registration, AWOL apprehension, crime prevention and gate guard authorizations have already been eliminated. Command emphasis, mutual dependency (e.g. gate guard and vehicle registration), and installation directives permit elimination of the remaining authorizations.

Resource Implications: **C-1**

	Savings	Costs	Transfer
Military:	16*		
Civilian:	43*		
Dollars:	\$12.9M*		



Army Staff/Command Position:

Concur: TRADOC, FORSCOM (w/cmt)

Nonconcur:

Recommendation: Eliminate the remaining authorizations

Action: DCSOPS-lead; ACSIM and TRADOC-assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Issue: II-8

Title: Elimination of Selected MP Functions

Enablers: None

Implementation Guidance:

1. DCSOPS, in coordination with TRADOC, identify TDA Military Police authorizations for elimination NLT December 1997 (complete).
2. DCSOPS, in coordination with affected MACOMs, validate elimination numbers via the Command Plan process NLT January 1998 (complete).
3. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings for POM 00-05.
4. PAE reconcile MACOM reductions through PEG process.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total												
				Mil			-16	-16	-16	-16	-16	-16
				Civ			-43	-43	-43	-43	-43	-43

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MACOM Total												
							-2.1	-2.1	-2.1	-2.1	-2.1	-2.1

Issue: II-9

Title: Elimination of CIDC as a MACOM

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Umbrella

Implementation Period: POM 02-07

Synopsis: CIDC was established as a "stovepipe" MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, argue for examination of re-structuring alternatives.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	50*		
Civilian:	58*		
Dollars:	\$17.4M		

*Equates to
CIDC HQ
overhead

Army Staff/Command Position:

Concur:

Nonconcur: CIDC, FORSCOM, TRADOC

Recommendation: Conduct an independent assessment of the criminal investigation process

Action: ASA(M&RA)-lead; DCSOPS, TRADOC and CIDC-assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Issue: II-9

Title: Elimination of CIDC as a MACOM

Discussion: Law enforcement on Army installations is a shared process between garrison provost marshals and CIDC. Serious crime (e.g., high dollar theft, fraud, murder, rape, etc.) are the purview of criminal investigators assigned to CIDC. Minor offenses (low dollar theft, traffic offenses, simple assault, etc.) are handled by military police assigned to local commands. CIDC was established as a "stovepipe" MACOM in order to ensure independent, impartial investigation, free of undue command influence. CIDC consists of TOE and TDA elements with worldwide responsibilities. The command totals 1,538 military and civilian personnel stationed regionally for area support to commanders. CIDC investigative capability has been reduced by 33% since 1990. In the same period, the emergence of computer and environmental crime has added to the CIDC mission. These factors, and others, combine to argue for examination of re-structuring alternatives which might realize greater efficiency and effectiveness than the current CIDC organization. The Army's long range plan to reduce MACOMs is a further consideration. Alternatives to a MACOM include establishment of a criminal investigation arm of The Inspector General (e.g., AF model), consolidation of criminal investigations at the DoD level, or embed of CIDC operational assets within the operational force (e.g., the TAACOM MP brigade design), responsive to local commanders' needs. HQDA proponentcy for Force Protection in the 21st Century may offer another consolidation option.

Issue: II-9

Title: Elimination of CIDC as a MACOM

Commander, CIDC Addendum:

"The synopsis paragraph is in stark contrast to the guidance issued at our August 1996 FAA. The FAA recommendation was to retain USACIDC as a separate command with staff specialties as documented in our current TDA. More to the point, the Vice Chief of Staff rejected the alternative of placing the CIDC under the Army Staff (Provost Marshal General concept), and directed that it not be briefed. Yet, the option of putting CIDC under the Inspector General or the non specific option in the final sentence that talks to HQDA proponency for Force Protection, once again alludes to this concept of a Provost Marshal General.

While I strongly oppose any decision that results in a CID Command that is not centralized and independent, I do understand the importance of looking for efficiencies and the need to restructure the Army to meet future needs. We are prepared to assist in this endeavor. This not only serves the best interest of this command, but the Army as a whole." 17 October 1997

"The question of this command remaining a separate Major Army Command (MACOM) is often posed during the Army's force development process. Studies concerning whether the Army would be better served by reorganizing USACIDC and placing it under the Department of the Army (DA) Inspector General or some other DA Staff Agency have been conducted several times in the past. The recurring conclusion has been that the US Army is best served by the current organization of USACIDC as a MACOM." 23 January 1998

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03/19/99 BY 60322 UCBAW

Issue: II-9

Title: Elimination of CIDC as a MACOM

Enablers: DOD Investigative Capabilities Study

Implementation Guidance:

1. In accordance with SECARMY guidance, ASA (M&RA) conduct assessment of Army criminal investigation process ASAP.
2. ASA (M&RA) outbrief assessment report to SECARMY NLT April 1999.
3. CIDC, in coordination with DCSOPS and TRADOC, be prepared to develop concept plan for 02 implementation in anticipation of approved assessment recommendations NLT August 1999.
4. CIDC, in coordination with DCSOPS, and TRADOC, be prepared to present implementation plan to VCSA NLT September 1999.
5. CIDC, in coordination with DCSOPS and TRADOC prepare PBD level detail of costs and savings for POM 02-07 NLT January 2000.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC				Mil					-50	-50	-50	-50
				Civ					-58	-58	-58	-58

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
CIDC									-2.9	-2.9	-2.9	-2.9

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: MP deployments for stability and support operations require provost marshal sections to conduct police operations in theater. Current TOE design does not provide for provost marshal sections. Ad hoc organizations have been formed to cover the void. 3181 MP billets dedicated to TDA garrison law enforcement have been identified as feasible for conversion to TOE provost marshal sections. At least 77% of this number are needed in terms of MP OPTEMPO.

Resource Implications: **C-1**

Savings	Costs	Transfer
		2468

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt next under), FORSCOM (w/cmt) **Nonconcur:**

Recommendation: Convert TDA Provost Marshal sections to TOE and examine TAA assumptions for adequacy

Action: TRADOC-lead; DCSOPS-assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Proponent Addendum:

“ To fill the warfight and stability and support void, USAMPS submitted a FDU 96-1 concept which will convert TDA garrison Provost Marshal/ MP Company spaces to modular Law and Order Teams. The concept identified approximately 3771 spaces as potential candidates for conversion to MTOE. Concurrent with the FDU and FAA processes, HQDA approved a FORSCOM concept plan to convert their TDA to currently documented Law and Order TOEs and programmed conversion of EUSA TDA to MTOE. Additionally, the senior Army leadership authorized the use of the new Law and Order organizations in the TAA 05 process. The FDU concept was officially approved by the VCSA on 19 December 1996 and DA approved TOEs were published in CTU 9705. Impacted MACOMs determined conversion feasibility and finalized implementation plans which were presented and approved for TAA 05 resourcing during the 22-26 September 1997 Resourcing Council of Colonels.” 20 October 1997

Issue: II-10

Title: TDA Provost Marshal Conversions to TOE

Enablers: None

Implementation Guidance:

1. TRADOC in coordination with DCSOPS, determine TDA provost marshal authorizations for conversion NLT December 1997 (complete).
2. TRADOC in coordination with DCSOPS, program TOE conversions in TAA 05 (complete).
3. DCSOPS validate TOE designs as a part of TAA 05.
4. DCSOPS be prepared to document changes through the Command Plan process.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 08-01-2001 BY 60322
UCBAW/STP/STP/STP/STP/STP

Issue: II-11

Title: Reorganization of the US Disciplinary Barracks (USDB)

Proponent: TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent

Implementation Period: POM 00-05

Synopsis: The new USDB, programmed for completion in FY00, includes design efficiencies and new technologies which will improve the guard/inmate ratio, and permit reduction in the workforce.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	291		
Civilian:	36		
Dollars:	\$8.1M		

Army Staff/Command Position:

Concur: FORSCOM (w/cmt)

Nonconcur: TRADOC (cmt: already approved)

Recommendation: Reduce USDB staffing levels

Action: DCSOPS-lead; TRADOC-assist

☐ **Approve**

☐ **Disapprove**

☐ **Fwd to CSA/SA
for decision**

☐ **Defer to POM 02-07
Study by: _____**

Issue: II-11

Title: Reorganization of the US Disciplinary Barracks (USDB)

Enablers: Completion of the new USDB on schedule in FY00 with design efficiencies.

Implementation Guidance:

1. DCSOPS in coordination with DCSPER and TRADOC, determine authorizations for elimination NLT December 1997 (complete).
2. DCSOPS in coordination with TRADOC, prepare PBD level detail for MINI-POM 01-05 NLT February 1999.
3. DCSOPS be prepared to document changes through the Command Plan process.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-291	-291	-291	-291	-291
				Civ				-36	-36	-36	-36	-36

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-\$0.9	-\$1.8	-\$1.8	-\$1.8	-\$1.8

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322
UCBAW

Issue: II-12

Title: US Disciplinary Barracks (USDB) Operating Efficiencies

Proponent: TRADOC

Sponsor: ASA(MRA)/DCSOPS

Source: Proponent

Implementation Period: POM 00-05

Synopsis: The Army is Executive Agent for incarceration of all DoD service members who are long-term prisoners. The US Disciplinary Barracks performs the mission of long-term corrections. Currently, 686 military and 123 civilians operate the existing USDB (scheduled for renovation in FY00) at a cost of \$85 per prisoner per day. The operating budget is \$7.9M paid for by the Army. Yet, the distribution of the prisoner population is 60% Army, 20% Air Force, 10% Marine Corps, 8% Navy and 2% Coast Guard. DoD consolidation of long-term corrections with joint resourcing on a "fair share" basis would be more equitable and cost effective for the Army. Additional savings could be garnered by capitalizing on prisoner labor to generate income to defray operating costs.

Resource Implications: **C-3**

	Savings	Costs	Transfer
Military:	143		
Civilian:			
Dollars:	\$10.2M		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: TRADOC (cmt: already on-going)

Recommendation: Reduce USDB operating costs by:

- Pursuing DoD consolidation of long-term corrections.
- Utilizing prisoner labor to make the USDB self-supporting.

Action: DCSOPS--lead; TRADOC--assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Issue: II-12

Title: US Disciplinary Barracks (USDB) Operating Efficiencies

Enablers: DoD Correctional Custody Joint Working Group

Implementation Guidance:

1. TRADOC develop business plan to increase USDB self-generating income (e.g., TA 50 and textile repair; USDB tours, etc.) NLT December 1997 (complete).
2. DCSOPS present consolidation issue to the DoD Correctional Custody Joint Working Group NLT October 1997 (complete).
3. DCSOPS prepare Army position for leadership approval once DoD Correctional Custody Joint Working Group reports on issue.
4. DCSOPS, in coordination with TRADOC, prepare PBD level detail of savings in MINI-POM 01-05, pending outcome of DoD Correctional Custody Joint Working Group reconciliation.
5. DCSOPS, in coordination with TRADOC, develop concept plan for 00 implementation of joint consolidation of long term corrections NLT June 1999.
6. DCSOPS, in coordination with TRADOC, establish MOU with other Services for implementation of joint consolidation of long term corrections in 01.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil				-143	-143	-143	-143	-143

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC								-1.7	-1.7	-1.7	-1.7	-1.7

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 02-01-2001 BY 60322
UCBAW/STP

Institutional/TDA Axis

(Phase II Recommended)

Health Care

Major Organizational Issues

	Supports					
	DHP\$	OSD (HA)	40% MACOM Reduction	100-1	Org Stability	Savings Potential QHC
MEDCOM as Specialized CMD	✓	✓			✓	✓
Disestablishment of MEDCOM	✓	✓	✓	✓	—	✓
Establishment of Joint Medical CMD	✓	✓	✓	✓	—	✓
Establishment of U.S. Medical Service	—	—	✓	—	—	✓

Supports
Unknown

Issue: II-13

Title: Establishment of Joint Medical Command

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG

Source: Umbrella

Implementation Period: POM 02-07

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organization change which may serve as a catalyst for streamlining and consolidating like functions. This change is based on the premise that health care is not an Army core process and is therefore a service that could be provided by alternative sources. The consolidation of health care services in a Joint Medical Command would serve to reduce duplicative requirements (manpower and dollars) and provide a single Joint Medical Force for supporting the CINCs. This consolidation would also provide savings in the current institutional health care system and maintain the quality of health care to the beneficiaries.

Resource Implications:

Transfers

Savings

Costs

Military:

Civilian:

Dollars:

Army Staff/Cmd Position:

Concur: MEDCOM (w/cmt), FORSCOM

Nonconcur:

Recommendations: Study creation of Joint Medical Command

Action: DCSOPS-lead; MEDCOM, FORSCOM-assist

Informal estimates are
a net savings of 1/3 of each
service's health care
structure if merged into a joint
organization

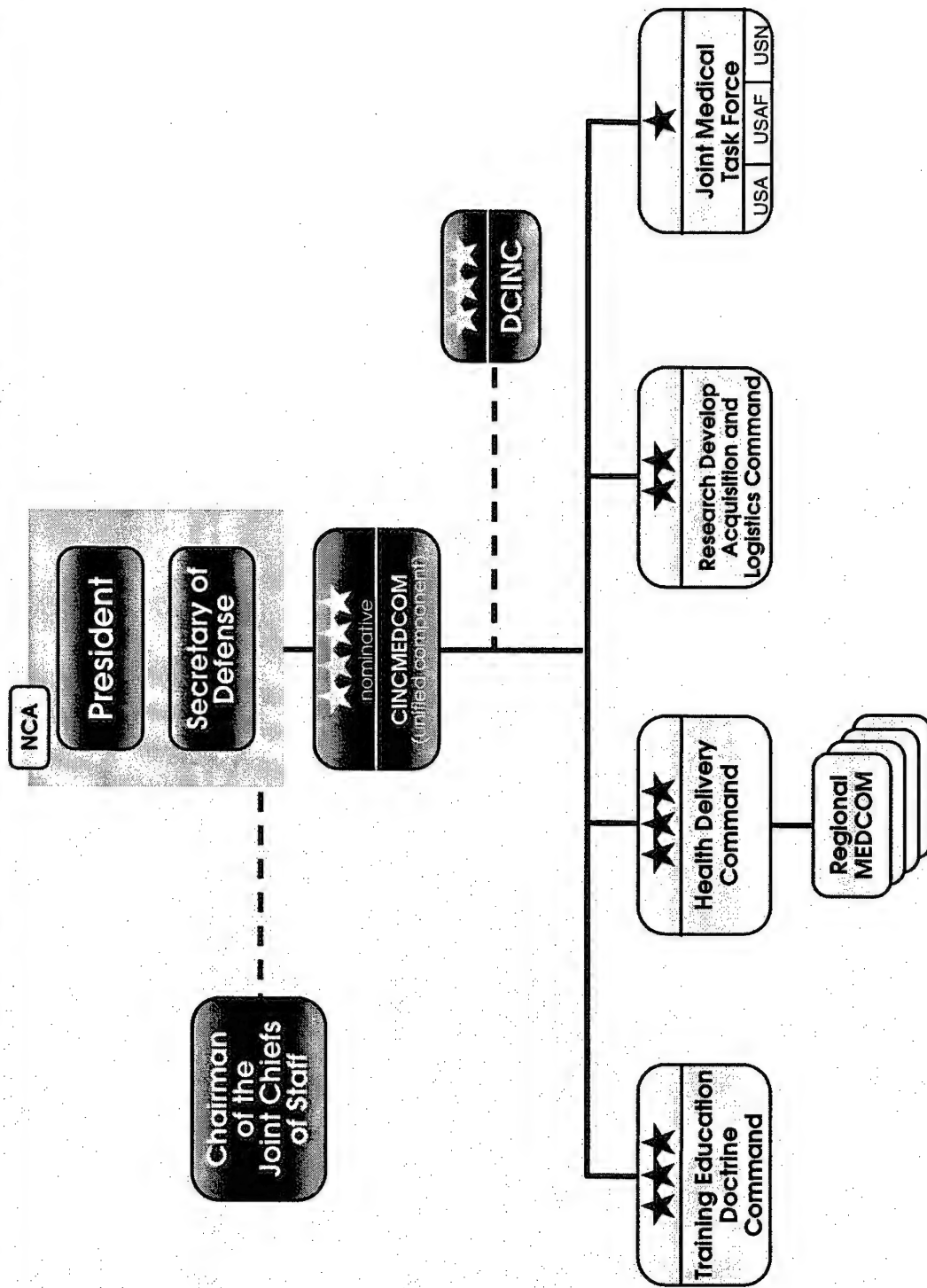
☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Joint Medical Command



Issue: II-13**Title:** Establishment of Joint Medical Command**Enablers:**

- a. Initiate actions to develop other Services' support. Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.
- b. DepSecDef Atwood Memorandum, dated October 1, 1991, Subject: Strengthening the Medical Functions of the Department of Defense.

Implementation Guidance:

1. DCSOPS, with TSG assist, develop a concept plan to analyze the transition of MEDCOM into a Joint Medical Command no later than June 1998. This concept plan will provide for:
 - a. establishment of the other services positions on a Joint Medical Command (e.g. JROC Issue);
 - b. review and concurrence of plan by ASD(HA) to insure continued resource support;
 - c. action plan detailing implementation guidance; and
 - d. develop appropriate MOUs for newly established Joint Medical Command.
2. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
3. If approved, DCSOPS develop PBDs to capture transition cost and savings in POM.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322
UCBAW

Issue: II-14

Title: Medical TOE/TDA Integration and Command

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG

Source: Umbrella

Implementation Period: 00-05

Synopsis: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals.

Resource Implications: **C-4**

Savings	Costs	Transfers
		1851*

Military:

Civilian:

Dollars:

*To be revised based on
MRI designs

Army Staff/Command Position:

Concur: FORSCOM (w/cmt) **Nonconcur:** MEDCOM—command and control issue

Recommendations: Integrate TOE and TDA hospitals into composite hospital under FORSCOM; include in POM 00-05.

Action: MEDCOM—lead; FORSCOM, DCSOPS, TRADOC—assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM
☐ Study by: _____

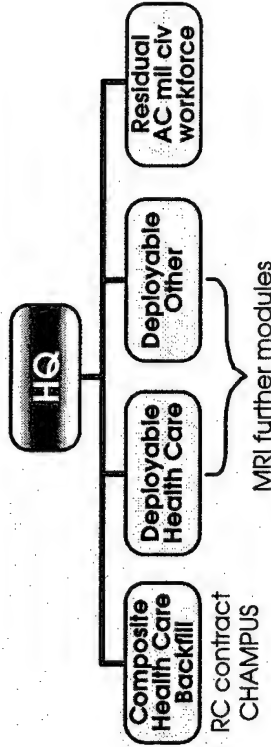
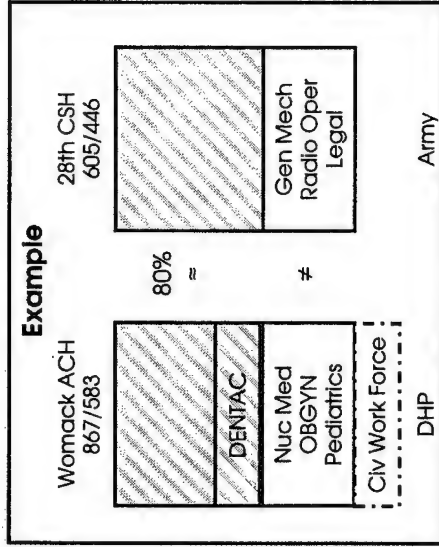
Issue: II-14

Title: Medical TOE/TDA Integration and Command

Discussion: In FY96 the Army had 23 Community Hospitals (ACH) such as Womack Army Community Hospital, Ft. Bragg, NC, organized under TDA. The hospitals provide direct patient care to eligible beneficiaries, 75% of whom are not active duty military, e.g., dependents, retirees, other. The ACHs are funded by the Defense Health Program (DHP), reflected in, but independent of the Army budget. The Army also has, pending conversions attributable to Medical Reengineering Initiative (MRI) and allocation in TAA 05, 15 active and 37 reserve TOE hospitals of various types, e.g., combat support hospitals (CSH), field hospitals, etc. While no two ACH are exactly alike, a preliminary comparative analysis of one (Womack) with an MTOE hospital (28th CSH) revealed approximately 80% match in required medical personnel by grade and skill. Integration of the two into a single unit with both deployable and nondeployable elements could leverage the DHP when not deployed and potentially identify redundant spaces that could be returned to the Army. At issue is command of the composite hospitals. Under MEDCOM the Army retains the Surgeon General as singularly accountable for health care, but invests in him operational readiness responsibilities. Under an operational command (e.g., FORSCOM) the commander assumes the responsibility for soldiers' health care, and hence their readiness, as well as battlefield casualties. This option would embed minimal, essential operational health care within Army units rendering them less vulnerable to potential transition to a collective (joint/defense) health care system.

Current TDA to TOE

Current Inventory				TDA	
	TOE			AC	USAR MEDCOM
MASH	1				
CSH	8	26			
Field	3	8			
Gen	3	3			
AMC			7		
ACH			23		
Other			2		



Proposal: Convert ACH to "Modular" TOE
Inactivate existing CSH

- New "TOE" principally for Health Care
- New "TOE" continues to be DHP funded
- Structure savings to Army
- When "Deployable Modules" deployed
 - funded by Army
 - backfill funded by DHP
- When "Deployable Modules" training
 - funded by Army (OTEMPO)
 - backfill funded by DHP

Other Considerations

TOE commanded by:
FORSCOM/USAREUR/USARPAC
Installations commanders
No oversight by RMC
Leverage DHP; recapitalize Army
Not tied to MACOM decision
Cost Accounting Complex

Selected EAC Medical Commands for MRC-W

Units	AC AUTH*	Alternative	AC AUTH	% Savings	AC Savings
115 Field Hosp, Ft Polk	341	Bayne-Jones ACH, Ft Polk	283	40	-113
47 Field Hosp, Ft Sill	341	Reynolds ACH, Ft Sill	390	40	-156
14 Field (-), Ft Benning	81	Martin ACH, Ft Benning	495	20*	-99
121 Gen Hosp, Korea	364	Bassett ACH, Ft Wainwright	355	40	-142
249 Gen (-), Ft Gordon	87	Moncrief ACH, Ft Jackson	478	20*	-96
85 Gen (-), Ft Meade	87	Ireland ACH, Ft Knox	408	20*	-82
Totals	1,301		2,409		688

Note: (-) Caretaker Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: SAMAS 98 Authorizations

Corps Medical Commands

Units	AC AUTH*	Alternative	AC AUTH Savings	% Savings	AC Savings
10th HspCmbt, Ft Carson	443	Evans ACH, Ft Carson	471	40	-188
21st HspCmbt, Ft Hood	445	Darnall ACH, Ft Hood	578	40	-231
31st HspCmbt (-), Ft Bliss	96	Irwin ACH, Ft Riley	318	20	-64
28th HspCmbt, Ft Bragg	446	Womack ACH, Ft Bragg	634	40	-254
86th HspCmbt, Ft Campbell	446	Blanchfield ACH, Ft Campbell	370	40	-148
41st HspCmbt (-), Ft S Houston	100	Wood ACH, Ft Leonardwood	430	20	-86
47st HspCmbt (-), Ft Lewis	101	Munson ACH, Ft Leavenworth	177	20	-35
67st HspCmbt, Wurtzburg	424	Wurtzburg ACH, Wurtzburg GE	393	40	-157
Totals	2,501		3,371		1,163

Note: (-) Cadre Hospital savings estimated on projected size of unit and AUTH strength of designated replacement.

Source: SAMAS 98 Authorizations

Issue: II-14

Title: Medical TOE/TDA Integration and Command

Enablers: Gain ASD(HA) acknowledgment of this initiative; concurrence that health care responsibilities will continue to be satisfied; assurance that Defense Health Program resource support will be unaffected by the initiative.

Implementation Guidance:

1. MEDCOM develop study plan NLT December 1996 (complete).
2. DCSOPS validate MRI TOE designs and number of MRI-designated units required in TAA 05, and the numbers to be structured in the active and reserve component respectively (complete).
3. Based on validated MRI TOE unit designs, MEDCOM conduct comparative analysis of all existing TDA medical structure NLT May 1998.
4. TSG gain ASD(HA) assurance of support of this initiative, including DHP resource continuance NLT May 1998.
5. MEDCOM present VCSA approved results to Organization Program Evaluation Group NLT June 1998.

NOT FOR
Circulation

Issue: II-15

Title: Disestablishment of MEDCOM

Proponent: MEDCOM **Sponsor:** ASA(MRA)/TSG

Source: Umbrella

Implementation Period: 00-05

Synopsis: Analysis of the Army's 12 institutional core processes identified a potential organizational change which may serve as a catalyst for streamlining and consolidating like functions. MEDCOM and FORSCOM have command and control responsibilities for similar CONUS based medical units: MEDCOM for TDA; FORSCOM for TOE. Similar conditions exist in USAREUR and USARPAC. By reconfiguring/merging TDA and TOE units under FORSCOM and transferring medical C&S to TRADOC, MEDCOM could be effectively disestablished as a stovepipe major command. Medical materiel development function could transition to AMC. Remaining functions of medical research, veterinarian, dental, preventive medicine and institutional healthcare policy oversight could be reconfigured as an FOA of HQDA/TSG or transferred to FORSCOM as appropriate.

Resource Implications: **C-3**

	Savings	Costs	Transfers
Military:			48*
Civilian:			101*
Dollars:			\$30.3M

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt)

Nonconcur: MEDCOM, TRADOC

Recommendations: Disestablish MEDCOM; create US Army Medical Command (USAMED) as major subordinate command of FORSCOM; create a new FOA of TSG. Transfer: hospitals to FORSCOM (USAMED); medical materiel development to AMC; medical C&S to TRADOC; funding and other medical policy issues to TSG/FOA.

Action: MEDCOM-lead; FORSCOM, AMC, TRADOC, DCSOPS, TSG-assist

☐ **Approve**

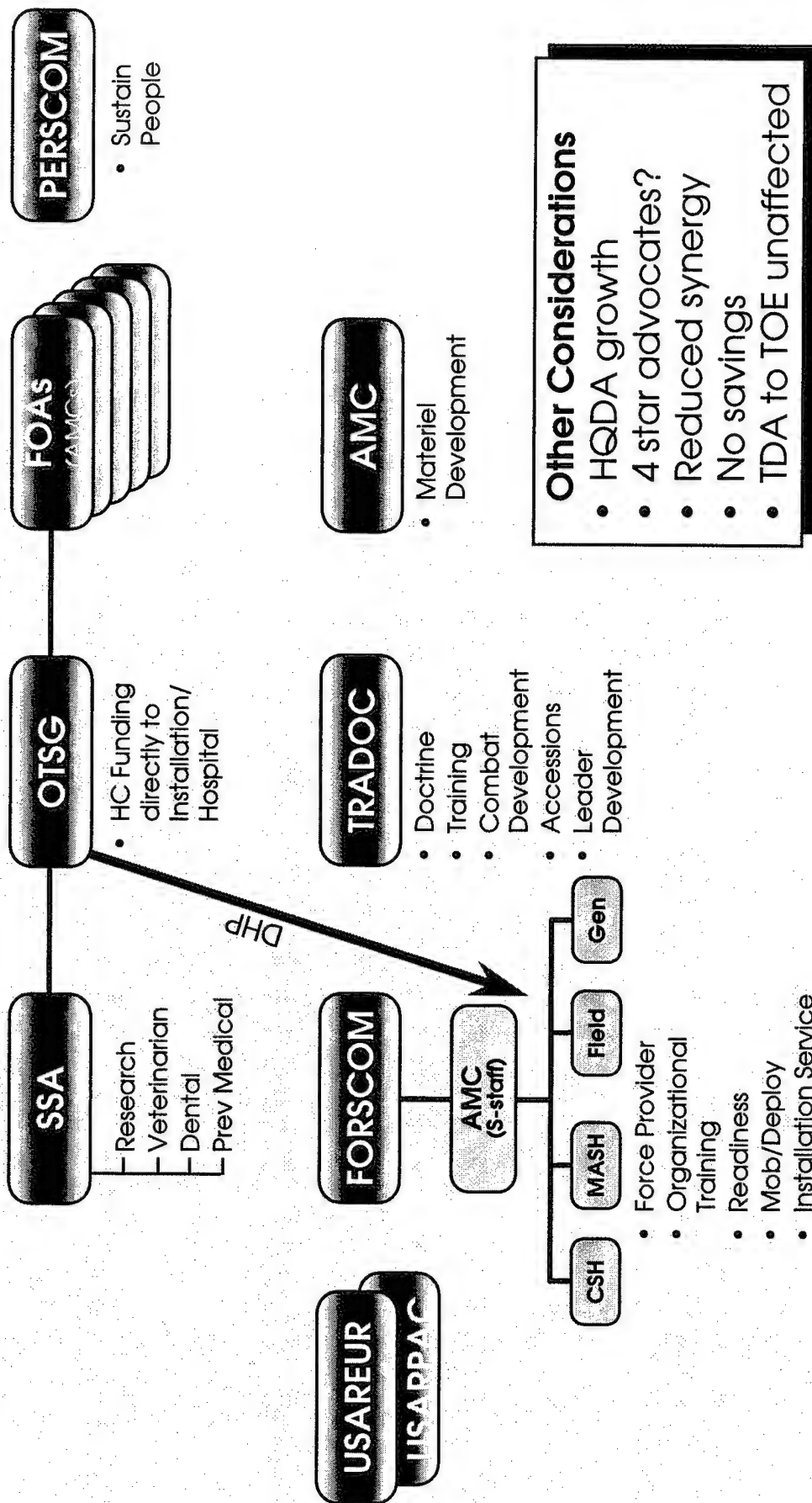
☐ **Disapprove**

☐ **Fwd to CSA/SA**
for decision

☐ **Defer to POM 02-07**
☐ **Study by:** _____

3/19/99

Disestablish MEDCOM



Quality Health Care must be Retained!

Enablers: None

Implementation Guidance:

1. DCSOPS develop a concept plan to disestablish MEDCOM as a MACOM NLT April 98. The concept plan will provide for:
 - a. transfer all hospitals to FORSCOM/USAMED (minus Army Medical Centers) including command and control responsibilities;
 - b. assume medical materiel development by AMC;
 - c. transfer MEDCOM Center and School, and Ft. Sam Houston to TRADOC; and
 - d. retain health care resource management and all remaining medical functions by HQDA (TSG/FOA).
2. FORSCOM, TRADOC, AMC and TSG assume transferred missions under provisional organizations NLT December 1998. Gaining commands and agencies prepare concept plans IAW AR 310-49 for accepting additional organizations and missions NLT July 1998.
3. DCSOPS validate proposed force structure changes necessary to implement recommended decision.
4. FORSCOM, TRADOC, AMC and TSG develop PBDs to capture transition cost and savings in POM 00-05.
5. TSG appraise ASD(HA) of intentions.
6. PA & OCLL make appropriate coordination to effect transfer.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM				Mil			-48	-48	-48	-48	-48	-48
				Civ			-101	-101	-101	-101	-101	-101
				Mil			+48	+48	+48	+48	+48	+48
				Civ			+101	+101	+101	+101	+101	+101

FC, TC, AMC

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
MEDCOM							-5.05	-5.05	-5.05	-5.05	-5.05	-5.05
							+5.05	+5.05	+5.05	+5.05	+5.05	+5.05

FC, TC, AMC

Institutional/TDA Axis

(Phase II Recommended)

Intelligence

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322 UCBAW

Issue: II-16

Title: Echelons above Corps (EAC) Intelligence

Proponent: INSCOM

Sponsor: General Counsel/DCSINT

Source: Umbrella

Implementation Period: 00-05

Synopsis: INSCOM is a "stovepipe" MACOM with operational responsibility for EAC intelligence. As such, it is neither fish nor fowl, with operational brigades supporting the combatant commands and TDA structure paid for (NFIP) and supporting other-than-Army organizations (NSA). At issue is whether INSCOM should remain a major command with the entire spectrum of intelligence from operational/strategic to echelons above Army, or reposition structure into its respective paradigms with ODCSINT maintaining the fiscal and policy links. One alternative would be to re-designate INSCOM as a TOE MSC under FORSCOM and create a FOA to support DCSINT. DCSINT has directed a comprehensive study of the intelligence process to include EAC intelligence to be completed NLT December 1998.

Resource Implications: **C-3**

	Savings	Cost	Transfers
Military:	871*		
Civilian:	300*		
Dollars:	\$90M		



Army Staff/Cmd Position:

Concur: DCSINT

Nonconcur:

Recommendations: Endorse DCSINT independent assessment of the intelligence process, which includes recommendations relative to the future of INSCOM

Action: DCSINT-lead; DCSOPS, FORSCOM, TRADOC, INSCOM-assist

☐ Approve

☐ Disapprove

☐ Fwd to CSA/SA
for decision

☐ Defer to POM 02-07
☐ Study by: _____

Issue: II-16

Title: Echelons above Corps (EAC) Intelligence

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSINT, in coordination with DCSOPS, FORSCOM, TRADOC, and INSCOM, conduct an independent assessment of the intelligence process from June to December 1998, for VCSA decision in January 1999.
2. INSCOM, in coordination with DCSOPS, DCSINT, FORSCOM, and TRADOC, establish the organizational construct based on the assessment recommendations NLT February 1999.
3. INSCOM, in coordination with DCSINT, FORSCOM and TRADOC prepare PBD level of detail for MINI-POM 01-05 NLT February 1999.
4. TRADOC, in coordination with INSCOM and DCSINT, program TOE conversions in TAA 05.
5. DCSOPS validate TOE designs to be structured in active and reserve components, respectively, as part of TAA 05.
6. DCSINT, in coordination with DCSOPS, OAA and OGC, prepare concept plan for creation of new organizations NLT February 1999; PBD level of detail for MINI-POM 01-05 NLT February 1999.
7. DCSINT accomplish requisite coordination with NFIP to assure appropriate and essential funding for national foreign intelligence services preferred by Department of the Army.
8. INSCOM develop implementation plan for execution in 01 NLT June 1999.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM				Mil				-871	-871	-871	-871	-871
				Civ				-300	-300	-300	-300	-300

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
INSCOM								-15	-15	-15	-15	-15

NOT FOR PUBLICATION

Issue: II-17 **Title:** Joint and Defense Intelligence Requirements
Proponent: TRADOC **Sponsor:** General Counsel/DCSINT **Source:** Proponent
Implementation Period: 00-05

Synopsis: Army intelligence billets (2300) represent 18% of the Army's total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). INSCOM provides an additional 3,112 SIGINT spaces to NSA. Unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted.

Resource Implications: **C-4**

	Savings	Costs	Transfers
Military:	350*		
Civilian:			
Dollars:			

*Reflects projected ODR NFIP reduction of 5%

Army Staff/Cmd Position:

Concur: DCSINT, FORSCOM (w/cmt), TRADOC **Nonconcur:**

Recommendations: Reduce joint and defense intelligence requirements filled by Army personnel.

- a. Target NFIP billets.
- b. Examine service support to Joint Intelligence Centers (JIC) and Joint Analysis Centers (JAC).
- c. Develop issue for Joint Requirements Oversight Council (JROC) action.

Action: DCSINT-lead; DCSOPS; DCSPER; TRADOC; INSCOM-assist

☐ Approve ☐ Disapprove ☐ Fwd to CSA/SA for decision ☐ Defer to POM 02-07 Study by: _____

Issue: II-17**Title:** Joint and Defense Intelligence Requirements

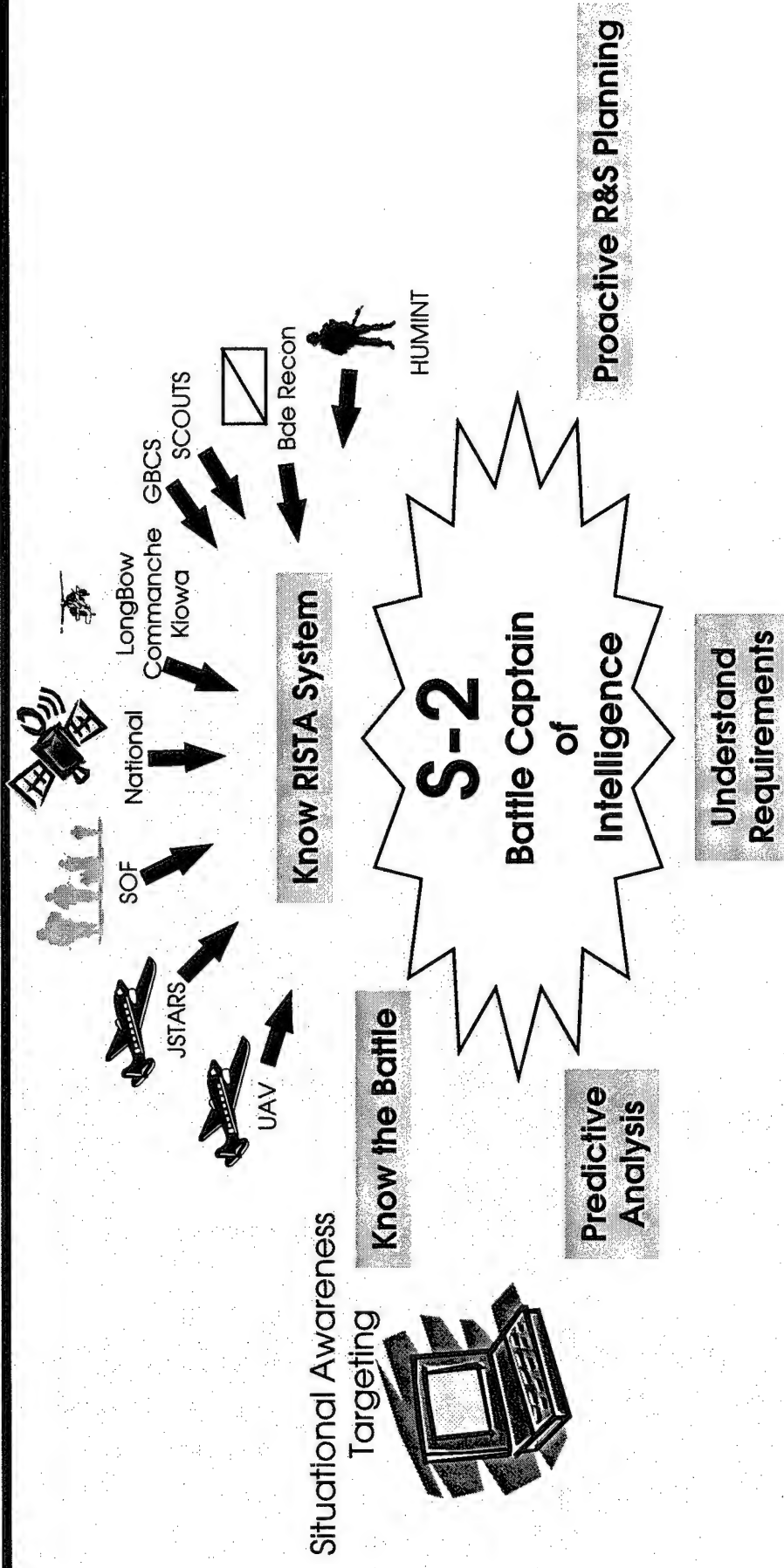
Discussion: Army intelligence billets represent 18% of the Army's total contribution to joint and defense requirements (DIA, CINCs, Combined Commands, etc.). This equates to 2,300 spaces. INSCOM provides an additional 3,112 SIGINT spaces to NSA. Title 10 mandates 100% fill of JDAL positions and Army policy requires priority fill of other joint and defense billets, as well. National Foreign Intelligence Program (NFIP) funded positions also require fill. Only 4% of the NFIP resources are allocated to the Army, based on required vice a "fair-share" staffing apportionment. At the MI field grade level, there is a competing demand for fill in the TOE Army which cannot be met because of joint and defense fill requirements. In addition, unlike the other services, the Army also supports combatant commanders with operational intelligence structure on the ground as a complement to our joint and defense staffing. In light of the joint-defense burden on Army intelligence relative to its slice of Army structure (e.g., intelligence is 3% of the Total Army vice 18% of Army joint and defense billets), a reduction seems warranted. DCSINT initiatives to reduce Army intelligence support to joint and defense (e.g., JWCA Intelligence Force Assessment; QDR NFIP Reduction) are ongoing. The outcome of the Intelligence Force Assessment in 2d Quarter 98 will subsequently be briefed to the JROC.

DCSINT...17 October 1997

- DCSINT and DCSOPS raised a JWCA ISR issue, "Intelligence Force Assessment"
- Preliminary JWCA CINC visits, two Army generals cite need for more Army intell manpower
- Army provides on 19% JIC manning; much lower than other services
- Army provides significant Joint intelligence community support—not through JICs
- Army coordinating with NFIP to cut 350 spaces (5%); 180 approved to date; minimum pending gained by these cuts
- Action to cut NFIP should remain DCSINT lead

Leader Development

Field Grade Shortfall



The S2 job is complex and critical to the Brigade fight

Leader Development

Field Grade Shortfall

FAA Issue: Army can't fill requirements for MI Majors
Discussion:

- Functional Area Review Proposals
 - reduce MI 01A/02A requirements
 - reduce MI Functional Area requirements
 - review and adjust grades where possible
 - adopt selective continuation
- Other Options
 - reduce policy fill requirements
 - incorporate OPMS study proposals
- Goal: reduce field grade requirements

Recommendations:

- Eliminate MI 01A/02A requirements
- Reduce MI Functional Area participation by 50%
- Selectively continue eligible MI Majors (approved)
- Reduce policy fill from 96% to 85%
 - increase Army Major ODP to minimum 70% in all units and 75% in Division
 - adjust grades where possible
 - re-code selected positions to 01A or Functional Area
 - Reduce "ODP" to Policy Positions

FY 97 MI Majors Projection			
	Auth	Inv	
Total	899	814 (90%)	
Policy	304	292	
TIHS Account		~150	
01A Rqmt		39	
Functional Area		52	
Balance	595	281 (47%)	

Average Division
ODP = 4
of 12 auth

Issue: II-17

Title: Joint and Defense Intelligence Requirements

Enablers: National Security Act; Title 10; Executive Order 12333; National Foreign Intelligence Program (NFIP)

Implementation Guidance:

1. DCSOPS, in coordination with DCSINT, DCSPER, TRADOC, and INSCOM, review joint and defense requirements filled by Army personnel, examine JIC/JAC organizations, and identify candidates for reduction NLT December 1997 (complete).
2. DCSINT coordinate with defense intelligence community and recommend specific joint and defense billets for reduction to DCSOPS NLT December 1997 (complete).
3. DCSPER examine Army fill policies, to include grade consideration under OPMS to identify opportunities for joint-defense assignment relief; provide results to VCSA NLT December 1997 (complete).
4. DCSINT, in coordination with DCSOPS, DCSPER, TRADOC, and INSCOM prepare JROC issue for VCSA decision based on the outcome of the Intelligence Force Assessment/JWCA.
5. DCSINT in coordination with DCSOPS, prepare PBD level detail of savings for MINI-POM 01-05 based on JROC decision.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Joint and Defense					Mil			-350	-350	-350	-350	-350

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
-----	-----	------	-------	------	------	------	------	------	------	------	------	------

Institutional/TDA Axis

(Phase II Recommended)

Support to Organizational
Training

Issue: II-18

Title: Support to Organizational Training Process Owner

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Umbrella

Implementation Period: POM 00-05

Synopsis: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product-trained units, for a customer—the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur:

Nonconcur: FORSCOM (w/cmt), TRADOC

Recommendation: Designate FORSCOM as the proponent for Support to Organizational Training process.

Action: DCSOPS—lead; TRADOC and FORSCOM—assist

☐

Approve

☐

Disapprove

☐

**Fwd to CSA/SA
for decision**

☐

**Defer to POM 02-07
Study by: _____**

Issue: II-18**Title:** Support to Organizational Training Process Owner

Discussion: SOT is currently provided by a variety of organizations; however, there is not a single process owner responsible for a product-trained units, for a customer—the combatant command. This results in duplication, redundancy, reduced visibility of customer concerns and issues and complications in the distribution of resources. Designating a process owner will resolve the above and ensure standard, consistent organization support to the Army in peacetime or in conflict. A “Super” training GOSC chaired by the process owner will provide consistent policy, guidance and prioritization of all training resources. FORSCOM is the Army’s primary source of trained organizations for the combatant commands (its role in support of organizational training of mobilized reserve forces during Operation Desert Shield is well known; similar support is routinely provided active forces). Complementary tasks include defining and developing: TADSS; ranges; standards; doctrine; organizations; publications.

FORSCOM

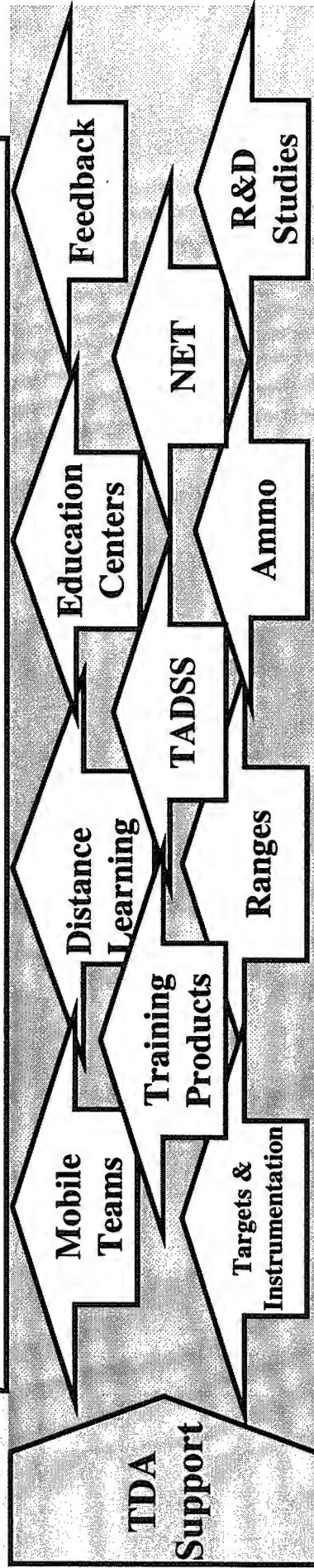
Purpose

- **Determine optimum C2 structure for AC to RC support**
- **Determine how much AC (and RC) manning is required**
- **Apportion AC (and RC) manning properly within structure**

TRADOC

Training Support Lane Definition

Soldier, Leader, & Collective TOE Training:



'SUPPORT TO ORGANIZATIONAL TRAINING':

Providing the resources (ranges, aids, devices, simulators, materials, people, Visual Information (VI), multimedia products/services, etc.) from TDA organizations to unit commanders to conduct effective and efficient AC and RC unit training.

NOTE: Does not include CTC (CTC PAT) or TOE-to-TOE support.

Issue: II-18

Title: Support to Organizational Training Process Owner

Enablers: None

Implementation Guidance:

1. HQDA formally designate FORSCOM as SOT process owner.

Process owner: Manager with responsibility for a specific process and the reengineering effort focused on it. [Hammer and Champy, *Reengineering the Corporation*]

SOT process: Includes all aspects of supporting unit commanders at all levels with the direction, assets and capability to conduct organizational training. Includes determining requirements, establishing policy, allocating resources, acquiring assets and supporting units with assistance, oversight, evaluation and feedback.

2. HQDA designate FORSCOM as chair of the "Super" training GOSC.

3. FORSCOM publish guidance for establishment and conduct of the "Super" training GOSC not later than May 1998. GOSC priorities:

- a. Oversee the consolidation of Army training regulations into one Army-wide training regulation by September 1998.
- b. Oversee the consolidation of Army unit training guidance into one Army-wide guide by September 1998.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322 UCBAW

Issue: II-19

Title: Army-wide Range Operations Study

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: Mini-POM 01-05

Synopsis: Range operations currently require approximately 4723 (2122 military, 2601 civilian) SOT personnel (not including borrowed military manpower or reserve component training), excluding those supporting reserve component training. Range, target and instrumentation sets should be developed within a centralized management structure, based upon proponent approved tasks. An Army-wide study should identify more cost-effective ways to acquire, maintain and operate Army ranges (including targets, instrumentation, land, etc.). Assume a 20% reduction in manpower as a result of this study.

Resource Implications: **C-4**

	Savings	Costs	Transfer
Military:	425		
Civilian:	520		
Dollars:	\$156M	\$3.5M(O/T)	

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC (w/cmt)

Nonconcur:

Recommendation: Direct range operations study with projected savings.

Action: TRADOC-lead; DCSOPS, ASA(RDA), COE, AMC-assist

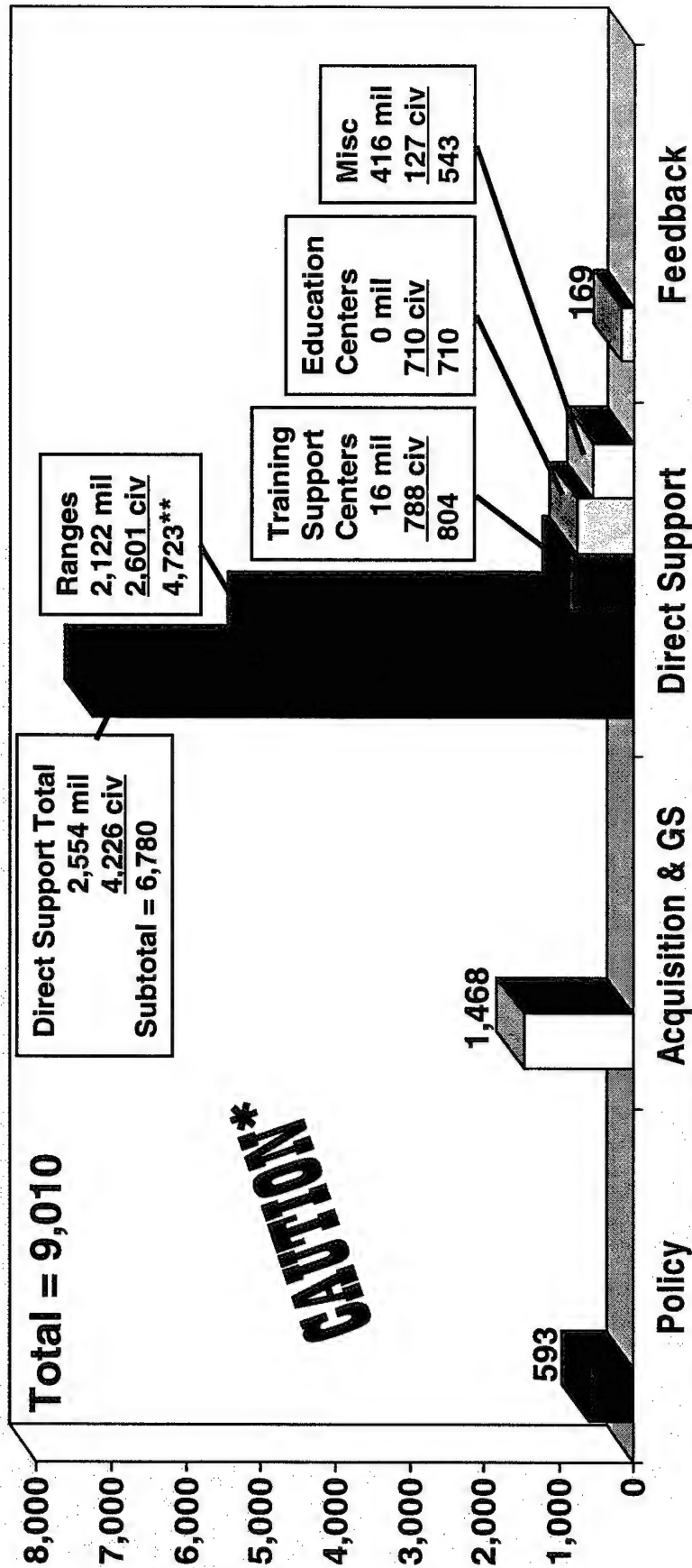
☐ **Approve**

☐ **Disapprove**

☐ **Fwd to CSA/SA
for decision**

☐ **Defer to POM 02-07
Study by: _____**

Army-wide "Direct Support" Breakout



• Range support is the largest single piece (52+ % of Total spaces)

* Rough Order of Magnitude data

** Includes CTC ranges

Issue: II-19

Title: Army-wide Range Operations Study

Enablers: None

Implementation Guidance:

1. TRADOC develop range study plan by May 1998.
2. Upon completion of study, TRADOC develop concept plan, with resource implications, and submit to "Super" Training GOSC for approval and subsequent programming.
3. HQDA (DCSOPS) coordinate implementation of range study recommendations with MACOMs and program TRADOC implementation plan.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
				Mil			-425	-425	-425	-425	-425	-425
				Civ			-520	-520	-520	-520	-520	-520

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC					3.5							
MACOMs							-26	-26	-26	-26	-26	-26

Issue: II-20

Title: AC Support to RC Organizational Training

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (FORSCOM)

Implementation Period: POM 00-05

Synopsis: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999.

Resource Implications: **C-2**

Military:

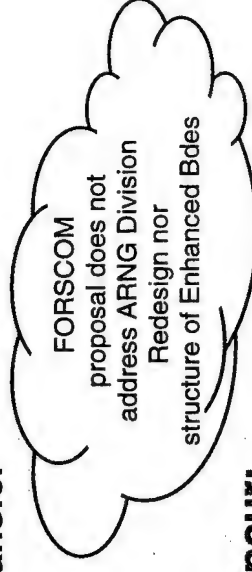
Civilian:

Dollars:

Savings
1790

Costs

Transfer



Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC

Nonconcur:

Recommendation: Confirm decision to transition to proposed end state effective 1 Oct 99.

Action: FORSCOM—lead; ARNG, OCAR and DCSOPS—assist

☐ **Approve**

☐ **Disapprove**

☐ **Fwd to CSA/SA
for decision**

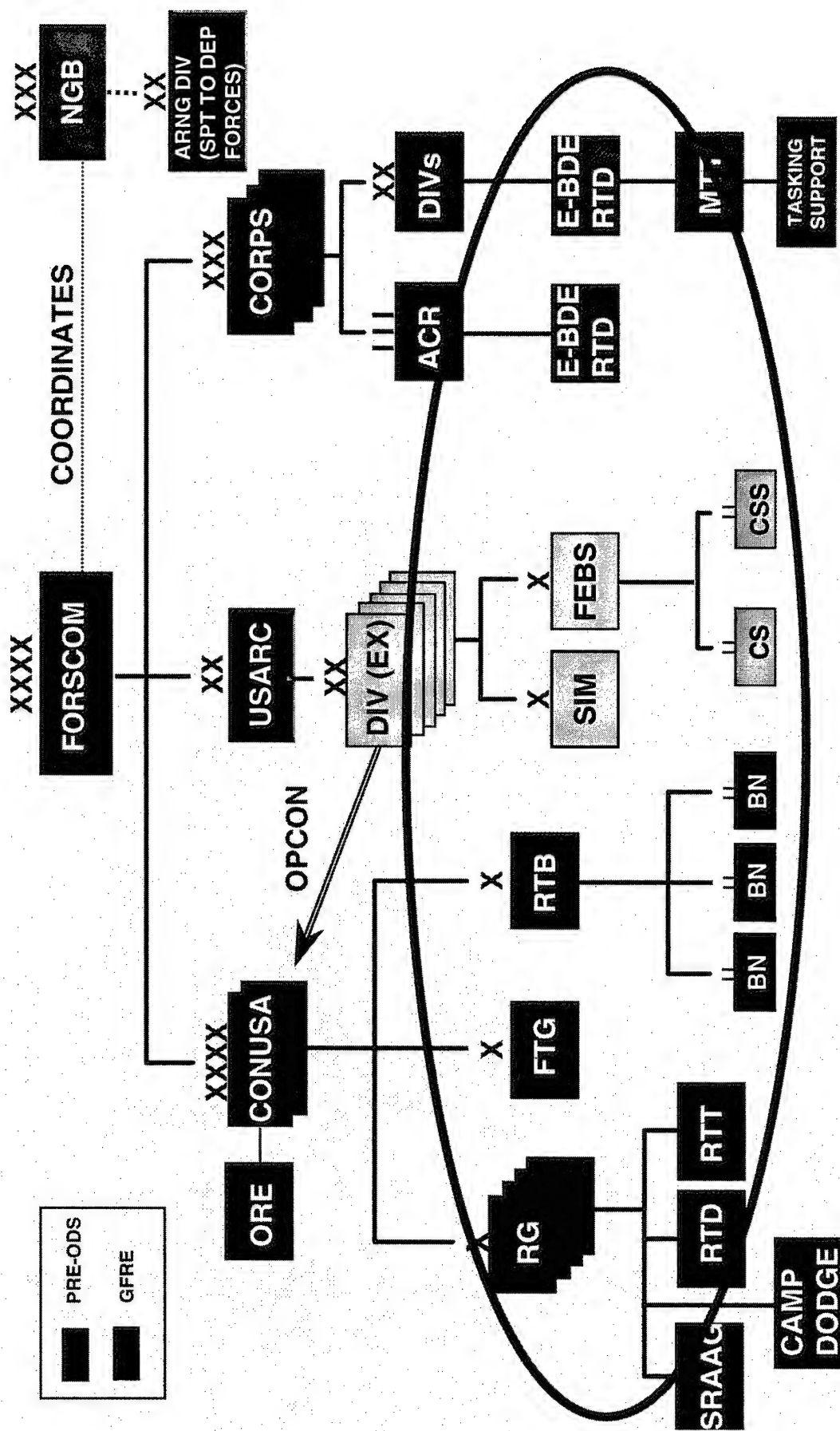
☐ **Defer to POM 02-07
Study by: _____**

Issue: II-20

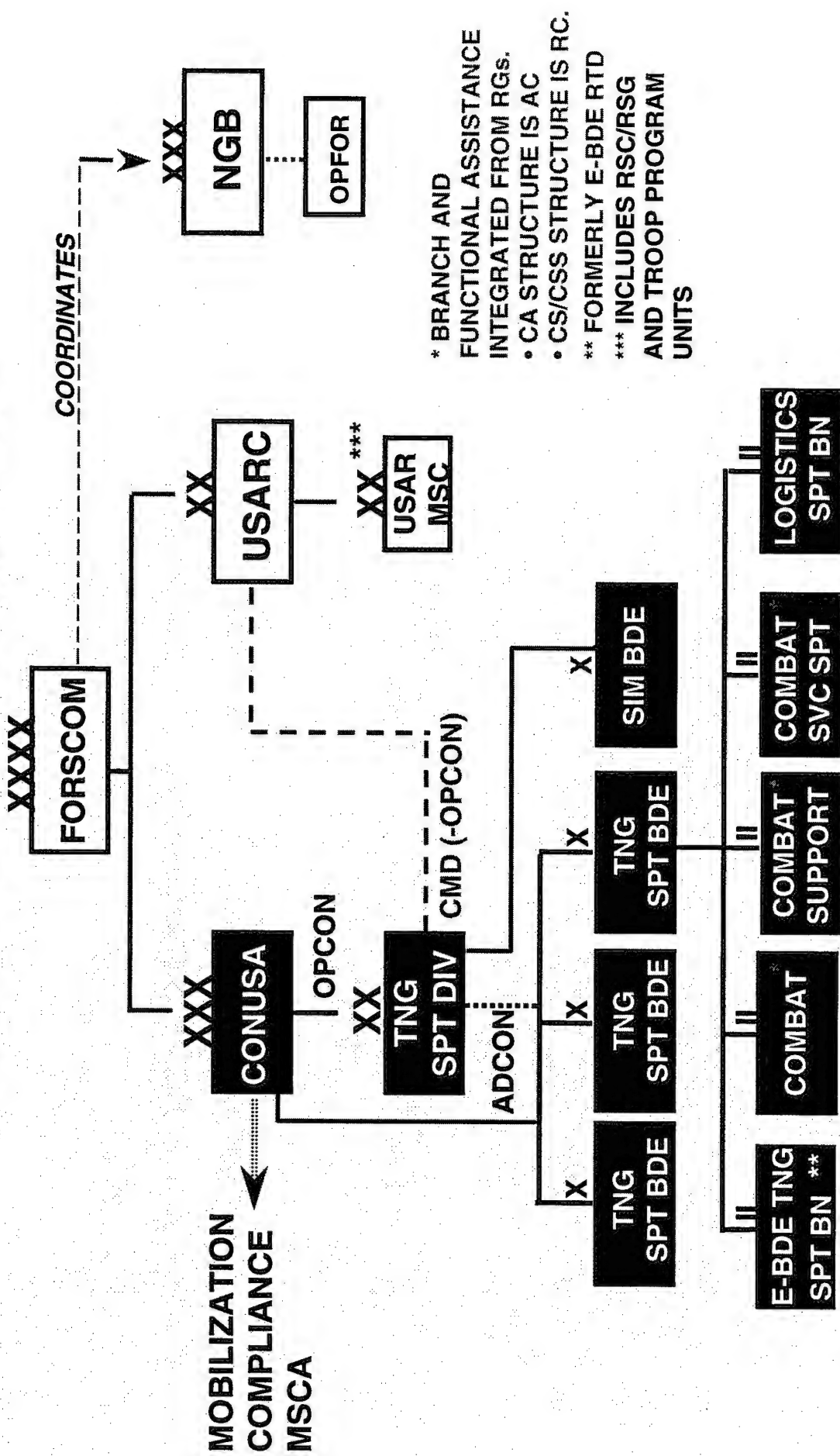
Title: AC Support to RC Organizational Training

Discussion: Current AC support to RC organizational training structure is complex, redundant and inefficient. It lacks unity of command/effort, habitual training relationships and AC/RC integration. Current organization is comprised of 5 exercise divisions of 24 field exercise brigades, 6 regional training brigades and 34 readiness groups (7797 AC personnel, 5000 required by Title XI). Proponent recommends an end state organization comprised of 5 tri-component training support divisions of 27 training support brigades (6007 AC personnel) effective 1 Oct 1999. As an interim, proponent has evolved a "hybrid" alternative organization comprised of 5 exercise divisions of 24 field exercise brigades and 15 training support brigades (6223 AC personnel) effective 1 Oct 1997. (Both alternatives include 5000 Title XI spaces.) Note: ultimate HQDA goal is to limit investment of full time AC support of RC training to 5000 Title XI requirements.

Pre-FAA AC/RC Structure



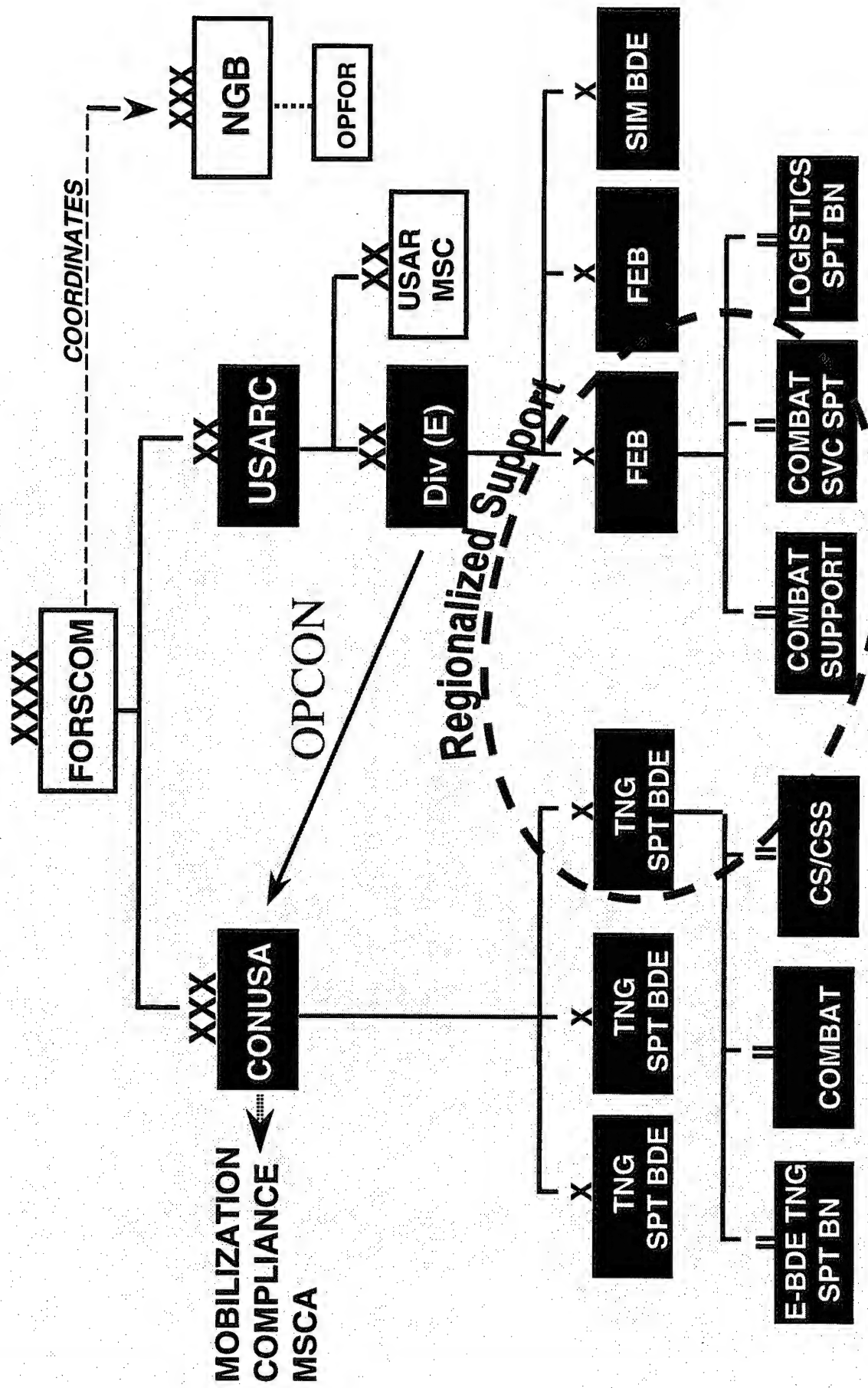
Integrated Alternative Tng Spt Div (TSD) Organization



* BRANCH AND FUNCTIONAL ASSISTANCE INTEGRATED FROM RGS.
 • CA STRUCTURE IS AC
 • CS/CSS STRUCTURE IS RC.
 ** FORMERLY E-BDE RTD
 *** INCLUDES RSC/RSG AND TROOP PROGRAM UNITS

--- USAR TECHNICAL CHANNEL (RESERVE SPECIFIC INFO/TNG/FUNDING)

Hybrid Alternative



Note: FEB HQ only large enough to provide C2; all M-Day; no planning function.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 03-19-99 BY 60322 UCBAW

Issue: II-20

Title: AC Support to RC Organizational Training

Enablers: None

Implementation Guidance:

1. FORSCOM proceed with Interim Structure, effective date 1 October 1997 (approved by VCSA and ASA(MRA) on 12 March 1997).
2. FORSCOM provide semi-annual update to VCSA.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
FC, TC				Mil		-1574	-1574	-1790	-1790	-1790	-1790	-1790
				Civ								

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
-----	-----	------	-------	------	------	------	------	------	------	------	------	------

Issue: II-21

Title: Distance Learning

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Per FAA, 34% of Education Center budget (or about \$32M) is in personnel overhead. The integration of Education Centers, Learning Centers and the Distance Learning mission will be more efficient and will improve education services. TRADOC has identified an initial cost of \$1.35M for each new technology training course; ACES has identified a requirement for no fewer than five courses, total \$6.75M. TRADOC estimates \$4.4M to automate education services; ACES is conducting ABC study to determine net costs and savings, including contracting out of some functions. At SOT FAA TRADOC estimated an additional cost of \$160M over POM 00-05 to accelerate to fully implement distance learning. Anticipate a 20% reduction in personnel overhead costs as a result of these efficiencies with likely additional savings in other areas (e.g., resident instruction, TTSH, TDY). There is an existing \$839M investment in Distance Learning technology.

Resource Implications: **C-3**

	Savings	Costs
Military:		
Civilian:	128	
Dollars:	\$38.4M	\$11.15M (\$160M to accelerate)

Army Staff/Command Position:

Concur: TRADOC (w/cmt)

Nonconcur:

Recommendation: Develop a concept plan for creation of ADLP with programmatic to compete in the 01-05 Mini-POM.

Action: TRADOC-lead; DCSOPS, DCSPER, ASA(MRA), DISC4, FORSCOM, ARNG-assist

☐

Approve

☐

Disapprove

☐

Fwd to CSA/SA

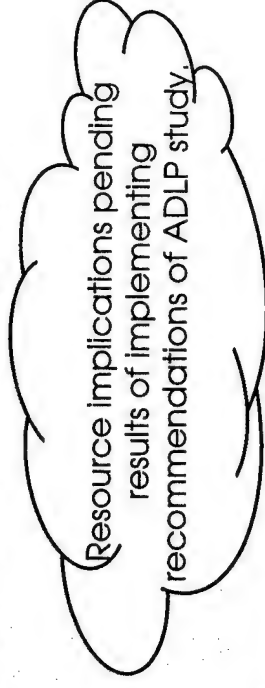
☐

Defer to POM 02-07

for decision

☐

Study by: _____



Recommendation & Alternatives

CONCEPTS

IMPACTS

- | | |
|--|--|
| <ul style="list-style-type: none"> • Integrate Education Centers, Learning Centers, & Distance Learning mission <ul style="list-style-type: none"> - Consolidate mission to DCSPER or DCSOPS? (Education Workgroup initiative) - Move Distance Learning Centers under Director, Plans, Training, and Mobilization (DPTM)? - Review personnel training needs - Conduct Manpower Survey to determine requirements - Automate Tuition Assistance (TA) • OTB: Outsource Education functions (ASA(M&RA) Initiative) | <ul style="list-style-type: none"> * Support new DL mission with existing infrastructure * Emphasis on education for training support * Aligns installation needs & resources * Invest \$1.35M in new technology training * Optimizes support costs * Testbeds underway * Saves up to 710 spaces * Invest up to \$32.2M * Option: Plus-up Tuition Assistance by any savings |
|--|--|

Issue: II-21

Title: Distance Learning

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan for ADLP to include consideration of learning centers, education centers and resident instruction courses by Oct 1998.
2. ASA(MRA) conduct manpower survey of impact upon learning centers NLT 6 months after implementation of education center and learning center portions of concept plan.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC				Mil			-128	-128	-128	-128	-128	-128
				Civ								

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY97	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC						6.75	+0.7	+0.7	+0.7	+0.7	+0.7	+0.7

Issue: II-22

Title: Training Feedback System Standardization

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Training feedback is currently stored in multiple "libraries" utilizing various feedback systems. This situation makes it difficult for units to retrieve, use and learn from past and on-going training events. Standardizing the Army's training feedback systems will increase unit access to reports and data, improve management, tracking, and quality control and reduce automation needs and associated overhead.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:		\$5.16M	

Army Staff/Cmd Position:

Concur: FORSCOM, TRADOC

Nonconcur:

Recommendation: Establish CALL as the Army's single integrator for all training feedback systems. Conduct a manpower survey across the various libraries to identify potential manpower savings.

Action: TRADOC-lead; DCSOPS, ASA(MRA), DCSPER, AMC, CAA, IG, Safety Command, AAA, AWC, ARI, RAND-assist

☐ **Approve**

☐ **Disapprove**

☐ **Fwd to CSA/SA for decision**

☐ **Defer to POM 02-07 Study by: _____**

Recommendation

CONCEPTS

- One system under Center for Army Lessons Learned (CALL) for all feedback & Lessons Learned
 - Conduct Manpower Survey among 'libraries' (e.g. ARI, AAA, IG, Safety Cmd, etc.)
- Re-establish proponent evaluation capability

IMPACT

- * User friendly
- * Invest \$760k/year to digitize
- * Reduce spaces (TBD)
- * Forges unit-proponent link
- * Improves requirements
- * Invest up to 80 spaces or contract \$4-6M

Feedback leverages the approximately \$10B training system for greater efficiency

GOOD NEWS:

- Center for Army Lessons Learned is already developing a solution 110,000 hits a week!
- CALL is DoD's Information Technology Test Bed

Issue: II-22

Title: Training Feedback System Standardization

Enablers: None

Implementation Guidance:

1. TRADOC publish concept plan, with resource implications, by May 1998.
2. HQDA (DCSOPS) coordinate implementation with affected agencies.
3. HQDA (DCSOPS) coordinate programming in Mini-POM 01-05.
4. ASA(MRA) conduct manpower survey to identify potential manpower savings NLT 6 months after implementation of standardized system.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
-----	-----	------	-------	------	------	------	------	------	------	------	------	------

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC							+0.86	+0.86	+0.86	+0.86	+0.86	+0.86

Issue: II-23

Title: Consolidate Training Management Information Systems

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/ DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Currently, there are multiple training management information systems for materiel inventory, media inventory and ordering. This causes duplication, reduced access and a loss of asset visibility, with a resultant loss of training efficiency. Consolidating existing management information systems into one system will reduce costs and increase inventory visibility, access and control, allowing unit commanders to identify and use training support more effectively.

Resource Implications: **C-2**

	Savings	Costs	Transfer
Military:			
Civilian:			
Dollars:	\$206M	\$15.2M(min)	

Army Staff/Cmd Position:

Concur: TRADOC (w/cmt)

Nonconcur: FORSCOM (w/cmt)

Recommendation: Develop a system concept and implementation plan with programmatic to compete in POM.

Action: TRADOC-lead; DCSOPS, DISC4, and MACOM-assist

☐ **Approve**

☐ **Disapprove**

☐ **Fwd to CSA/SA
for decision**

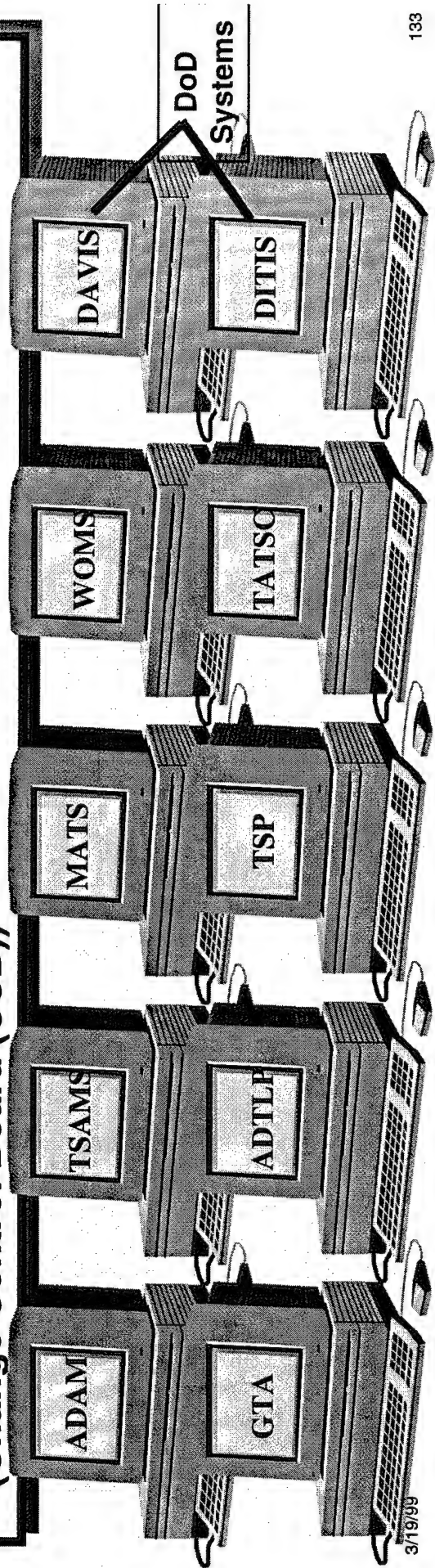
☐ **Defer to POM 02-07**
☐ **Study by: _____**

Recommendations

CONCEPT

IMPACT

- Integrate all training materiel management information systems into one inventory, ordering, and utilization "objective" system (Training and Visual Information Support System Plus (TRAVISS +))
 - MACOM must have 'voice' in system (Change Control Board (CCB))
- * Invest \$15M (over POM)
 - * Cost Avoidance up to \$206M (over POM)
 - * User friendly
 - * Identifies all requirements



Issue: II-23

Title: Consolidate Training Management Information Systems

Enablers: None

Implementation Guidance:

1. TRADOC develop concept plan by May 1998.
2. HQDA (DISC4) support TRADOC to identify implementation requirements and coordinate implementation with PEGs for mini-POM 01-05.

PBD Information

Manpower

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
-----	-----	------	-------	------	------	------	------	------	------	------	------	------

TOA (\$ millions)

Cmd	UIC	MDEP	AMSCO	TYPE	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
TRADOC					+6	+6	+0.2	+0.2	+1.2	+0.2	+0.2	+1.2
MACOMs							-34.3	-34.3	-34.3	-34.3	-34.3	-34.3

*Distribution to be clarified based upon location of inventory excesses.

Issue: II-24

Title: New Equipment Training (NET)

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: As proponent for new equipment fielding, TRADOC is inadequately reimbursed for their role in NET. Proponency should address all aspects of equipment fielding, to include NET. Making the PM responsible for NET will increase visibility of NET requirements and protect this funding.

Resource Implications:

	Savings	Costs	Transfer
Military:	TBD		
Civilian:	TBD		
Dollars:	TBD		

Army Staff/Command Position:

Concur: FORSCOM, TRADOC (w/cmt) **Nonconcur:** ASA(RDA)

Recommendation: Include in directed QDR-related logistics assessment

Action: AMC-lead; TRADOC, DCSOPS and ASA(RDA)-assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07**
☐ **Study by:** _____

Recommendation & Alternatives

CONCEPTS	IMPACT
<ul style="list-style-type: none"> • Require <u>self-paced</u>, stay-behind NET packages • New: - Maximize technology-based NET (e.g. Distance Learning, Embedded, Computer Based Training (CBT), etc.) • OTB: - Increase outsource of NET to max 	<ul style="list-style-type: none"> * Fills NET 'gap' * Lowers delivery costs * Standardizes training * Fills NET 'gap' * Saves up to 291+ spaces * Requires investing \$14.5-29.1+M

Army-wide NET resources:

• AMC (129mil/162civ)	291
• TRADOC	279 (zeroed in '98)
TOTAL TDA	670
• Contractors	500 (est)
• MACOM	425 (est Borrowed Military Manpower)
	+\$150M

Issue: II-24

Title: New Equipment Training (NET)

Enablers: None

Implementation Guidance:

1. ASA(RDA) develop concept plan for PM to take ownership for training as part of fielding systems by June 1998 (PM ownership directed by VCSA at 7 July 1997 SOT FAA).
2. HQDA (DCSOPS) coordinate implementation with MACOMs.

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-08-2001 BY 60322
UCBAW/STP/STP/STP/STP/STP

Issue: II-25

Title: Consolidate TADSS Management

Proponent: FORSCOM/TRADOC **Sponsor:** ASA(MRA)/DCSOPS **Source:** Proponent (TRADOC)

Implementation Period: POM 00-05

Synopsis: Systems TADSS funding is sometimes diverted during the acquisition process. Consolidating Non-system and System TADSS review within the "Super" training GOSC oversight will ensure hardware compatibility consistent training strategies, policy and guidance and eliminate critical funding shortfalls. GOSC and proponent notification will be required when system TADSS funds are diverted.

Resource Implications:

	Savings	Costs	Transfer
Military:	n/a		
Civilian:	n/a		
Dollars:	n/a		

Army Staff/Cmd Position:

Concur: FORSCOM (w/cmt), TRADOC **Nonconcur:** ASA(RDA) (w/cmt)

Recommendation: Develop regulatory guidance and include as part of "Super" training GOSC mandate.

Action: ASA(RDA)—lead; DCSOPS, TRADOC and AMC—assist

☐ **Approve** ☐ **Disapprove** ☐ **Fwd to CSA/SA for decision** ☐ **Defer to POM 02-07 Study by: _____**

Recommendations

CONCEPTS	IMPACT
<ul style="list-style-type: none"> • Include System TADSS within proposed Training GOSC oversight • List system training \$\$ as a separate line in PM budget • Require PEO & PM to notify proponent if training funds are diverted • Develop Army-wide simulation/simulator strategy 	<ul style="list-style-type: none"> * Integrates & aligns System & Nonsystems TADSS * Visibility for new Systems' training 'tail' * Enables proponents to adapt with new training strategies * Ensures compatibility among TADSS, instrumentation, etc. * Reduces costs

Issue: II-25

Title: Consolidate TADSS Management

Enablers: None

Implementation Guidance:

1. HQDA (ASA(RDA)) develop changes to Army acquisition guidance as required.
2. AMC develop changes to Army materiel development guidance as required.

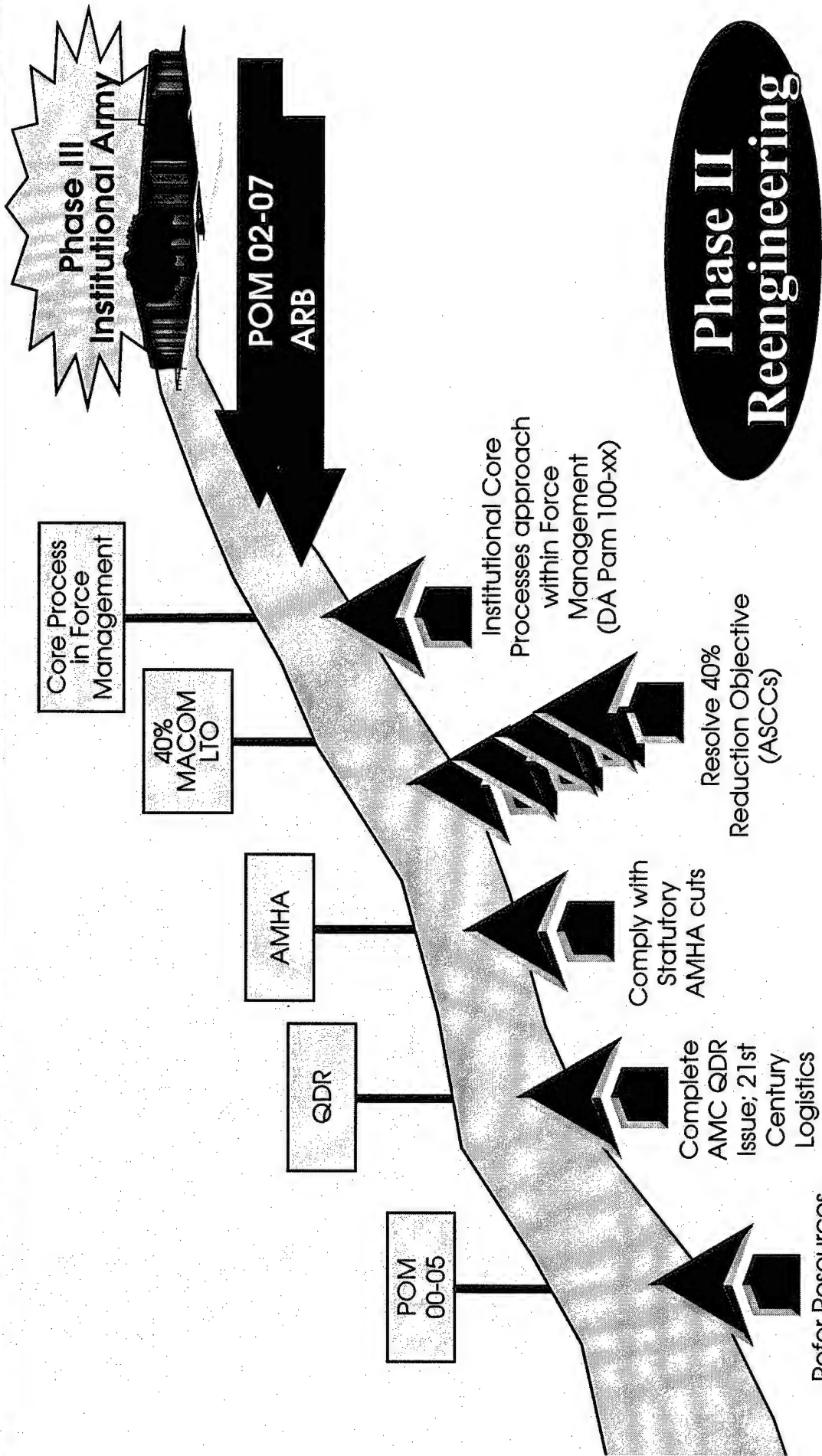
ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 08-01-01 BY 60322
UCBAW

Institutional/TDA Axis

Summary

Institutional/TDA Axis

The Road Ahead



Backup Slides

Discussion: INSCOM is a "stovepipe" MACOM with operational responsibility for EAC intelligence. As such, INSCOM serves as a conduit for National intelligence support to combatant commanders. In lieu of MACOM status, INSCOM could become a FOA of the DCSINT, offering maximum leverage of National intelligence by placing Army entry into the National intelligence system at the departmental level. Another option would be to make INSCOM a specialized command (e.g., uni-functional), realizing efficiencies by reducing overhead structure associated with MACOM status and retaining only operational capability. The thrust would be to shape INSCOM as an EAC equivalent to a division, converting TDA to TOE to the greatest extent possible and outsourcing where practical to achieve a lean, warfight focus. In a natural extension of this concept, INSCOM could become a TOE MSC under FORSCOM. As an MSC, it would be equivalent to a theater intelligence command providing an EAC intelligence capability to the operating forces as a part of power projection. In that the primary customer of EAC intelligence is the Army component commander, this option argues that what is core to the Army should be embedded in the Army.

DCSINT

- Unique INSCOM composition provides synergy in support of current Army activities
- FORSCOM agrees to accept command of force projection brigades, not NFIP units
- INSCOM, with brigades, extends capabilities of national agencies to soldiers
- Subordinating INSCOM to another MACOM viewed negatively by NFIP source
- DCSINT maintains oversight for sensitive, non-tactical INSCOM operations; subordination of INSCOM counterproductive
- Little to no resource savings; convert INSCOM to FOA if not a MACOM
- QDR accounts for all intelligence cuts; no additional savings
- Should continue to restructure and redesignate INSCOM as an intelligence agency directly under HQDA control

Issue: II-16

Title: Echelons above Corps (EAC) Intelligence

Proponent Addendum:

Resource Implications:

Savings Cost Transfers

871

Military:

Civilian: (TBD by QDR fair-share)

Dollars: \$ (civilian pay)

DSCINT-Umbrella Comparison

Army Intelligence Agency

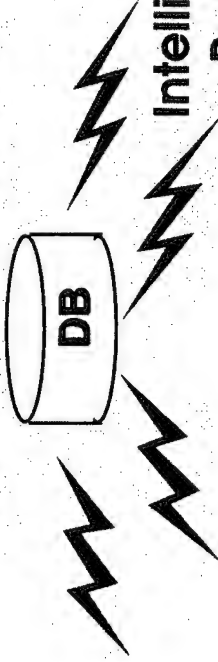
- Under DCSINT command & control
- Elevates Army-Defense/Service Intelligence relationships to HQDA level
- Enables Army leverage of National Intelligence
- Protects Army NFIP participation
- Maintains constructive relationship with Acquisition Community
- Permits DCSINT exercise of Intelligence Oversight in concert with The General Counsel
- Maintains synergy and unity of EAC effort
 - Operational Brigades
 - NGIC
 - CI Group
 - SIGINT Units
 - LIWA

Army Intelligence Command

- Under FORSCOM command & control
- Elevates Army-Defense/Service Intelligence relationships to 4 star CINC level
- Enables EAC intelligence focus on Army Component Commanders' needs
- Provides for NFIP resource management by DCSINT
- Provides for combat development interface by TRADOC
- Preserves exercise of Intelligence Oversight by The Inspector General and The General Counsel
- Precludes HQDA control of Operational Brigades
 - Alignment with CINCs
 - Force packaging versatility
 - Fully developed Division-like structure

Organization

Tomorrow's Objective

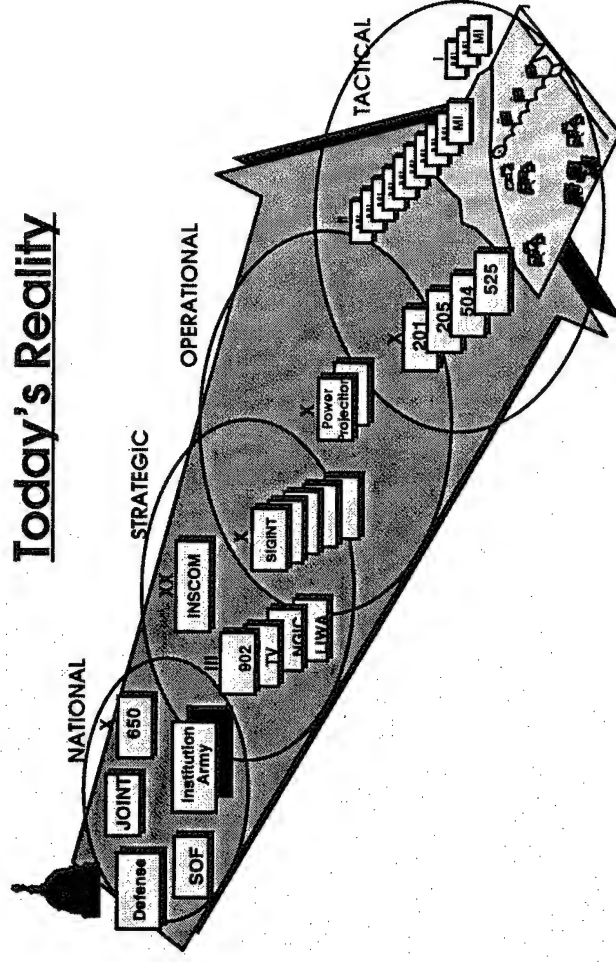


Intelligence in the 21st Century

- Push-pull database
- Flat, Internetted organizations

- Organization Today
 - linear structure tied to operational echelons
 - hierarchical requirements system
- Organization Tomorrow
 - seamless architecture
 - connected electronically
 - intelligence hierarchy unnecessary

Today's Reality



1. The first part of the document is a title page. It contains the title "The Role of the State in the Development of the Economy" and the author's name "John Doe".

2. The second part of the document is an abstract. It summarizes the main points of the paper, including the role of the state in the development of the economy.

3. The third part of the document is the introduction. It discusses the importance of the state in the development of the economy and the role of the state in the development of the economy.

4. The fourth part of the document is the main body of the paper. It is divided into several sections, each discussing a different aspect of the role of the state in the development of the economy.

5. The fifth part of the document is the conclusion. It summarizes the main findings of the paper and discusses the implications of the findings.

6. The sixth part of the document is the bibliography. It lists the sources used in the paper.

7. The seventh part of the document is the appendix. It contains additional information related to the paper.

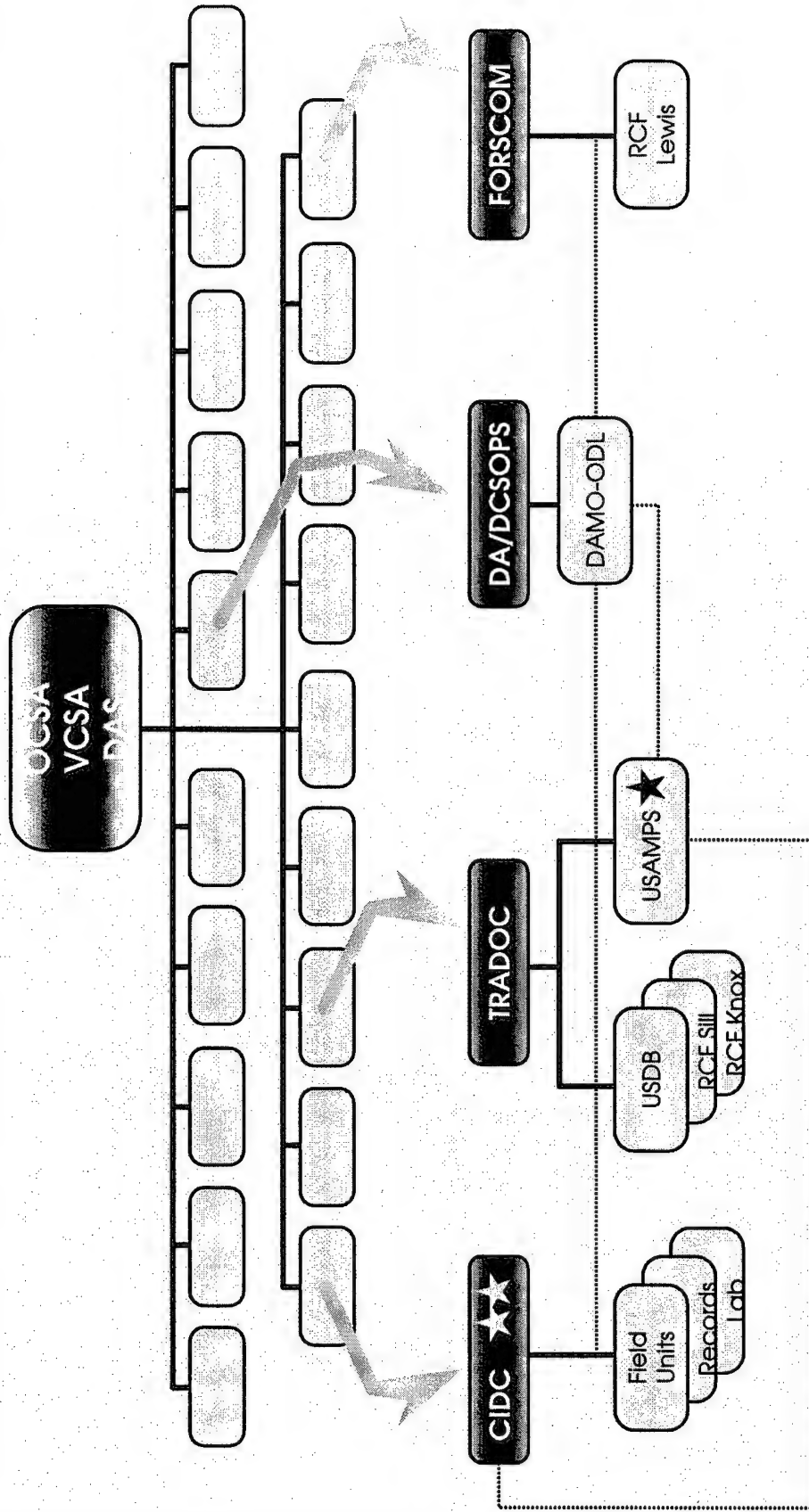
8. The eighth part of the document is the index. It lists the pages where each topic is discussed.

9. The ninth part of the document is the table of contents. It lists the pages where each section of the paper begins.

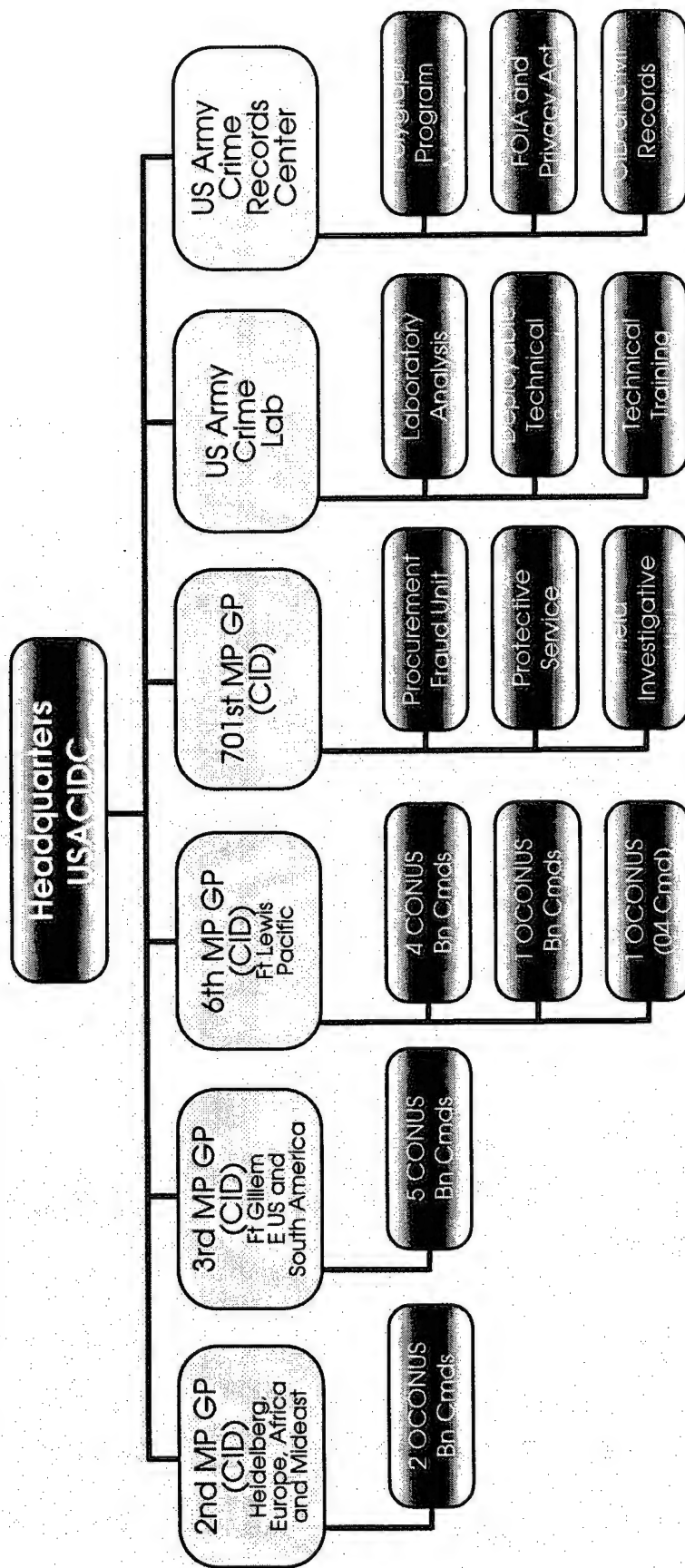
10. The tenth part of the document is the cover page. It contains the title and author's name.



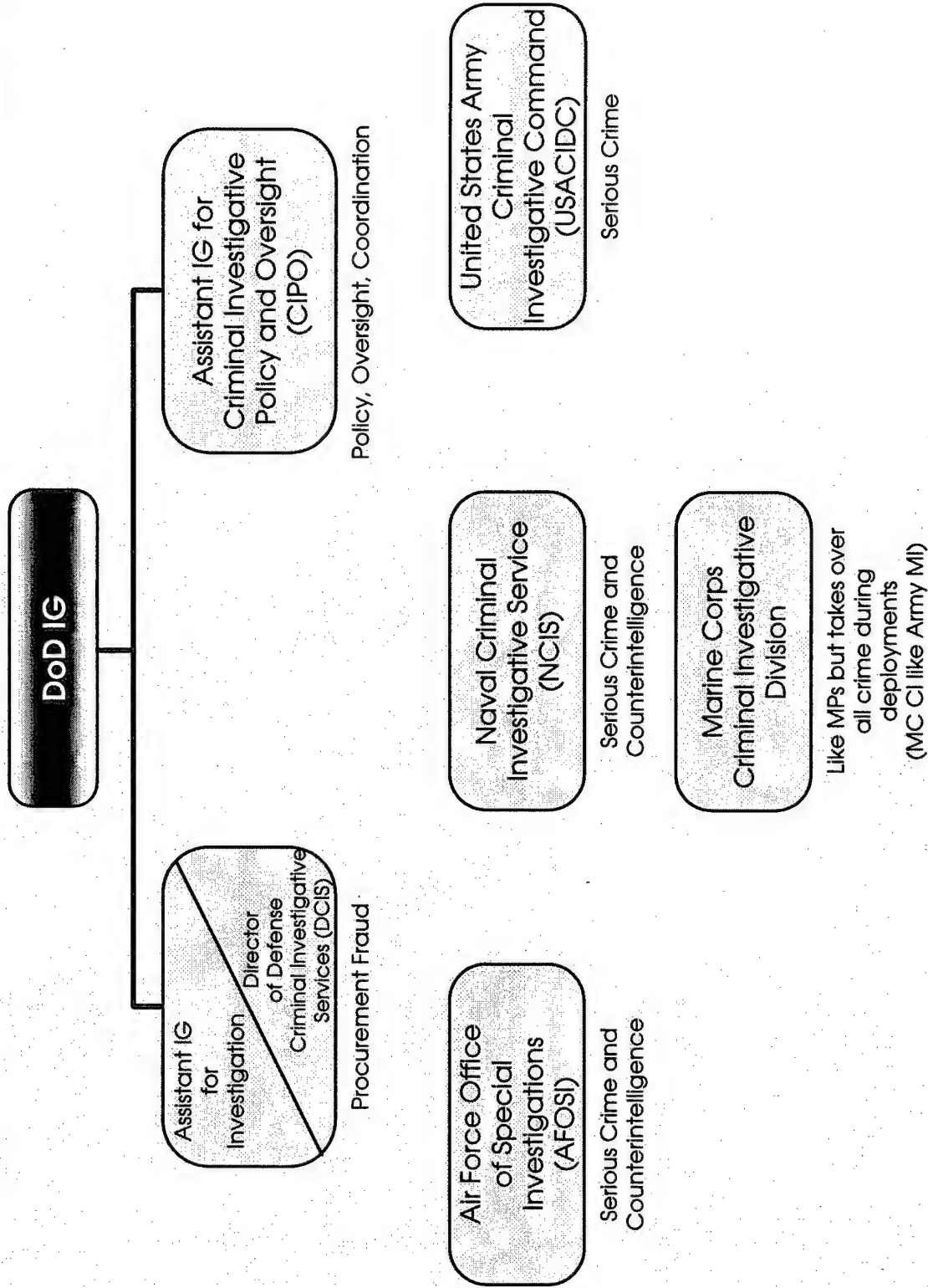
The "AS IS" Military Police Organization



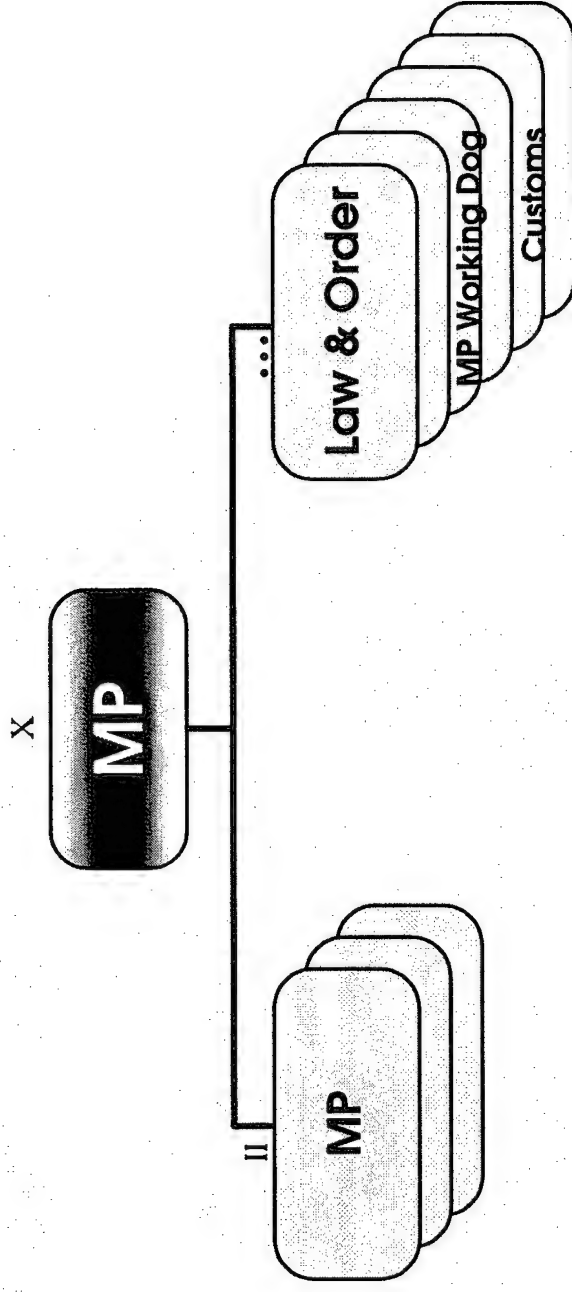
CIDC Organization



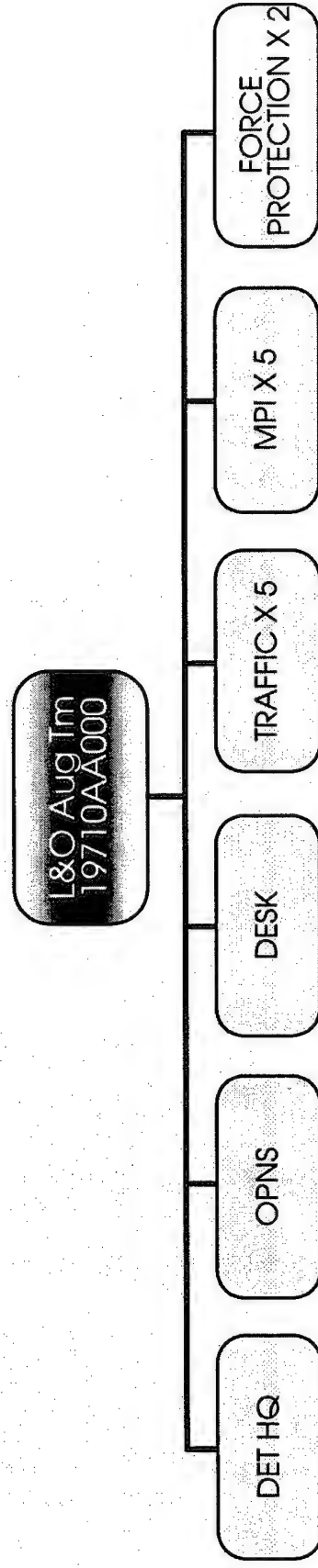
Defense Criminal Investigative Organizations

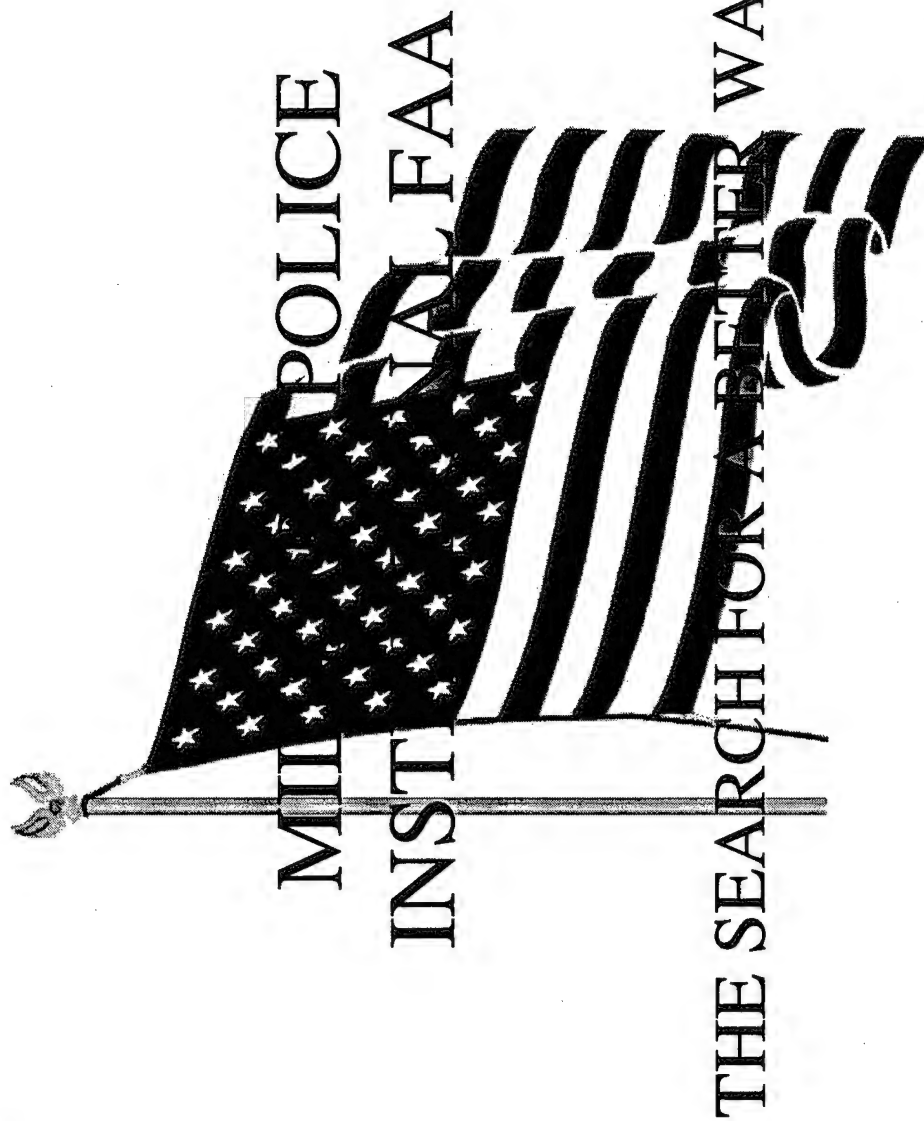


Provost Marshal Section Concept



Provost Marshal Section Design





ASST SECRETARY OF THE ARMY (M & RA)
VICE CHIEF OF STAFF OF THE ARMY
19 AUGUST 1996
THE PENTAGON

OVERVIEW



PURPOSE

TO DEVELOP MILITARY POLICE AND USACIDC
REENGINEERING CHANGES WHICH WILL:

- ◆ ENHANCE THE INSTITUTIONAL ARMY'S ABILITY
TO PERFORM SERVICE TITLE 10 FUNCTIONS;

AND

- ◆ MORE EFFECTIVELY AND EFFICIENTLY SUPPORT THE
OPERATIONAL ARMY'S WARFIGHTING ORGANIZATIONS IN
THE 21ST CENTURY



AGENDA

US ARMY MILITARY POLICE (BG FOLEY; COMMANDANT, USAMPS)

- OVERVIEW
- ALTERNATIVE 1: SIGNIFICANTLY SMALLER
- ALTERNATIVE 2: REORGANIZATION
- ALTERNATIVE 3: DEALER'S CHOICE

US ARMY CRIMINAL INVESTIGATION CMD (BG DOHERTY; CG, USACIDC)

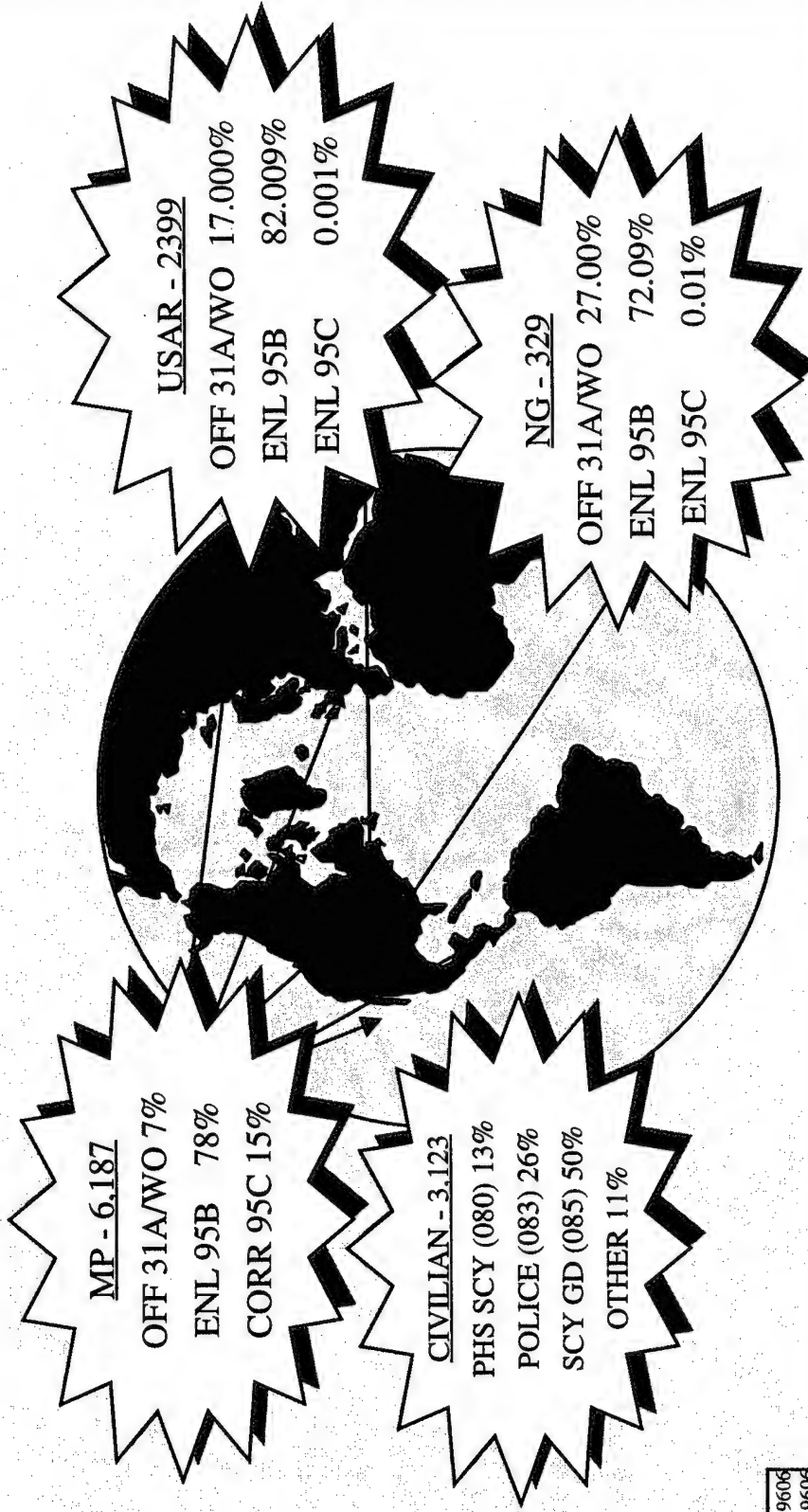
- OVERVIEW
- ALTERNATIVE 1: SIGNIFICANTLY SMALLER
- ALTERNATIVE 2: REORGANIZATION
- ALTERNATIVE 3: DEALER'S CHOICE

FAA WRAP-UP

GUIDANCE

MILITARY POLICE INSTITUTIONAL FORCE

TDA MILITARY POLICE AND CIVILIANS



TAADS 9606
PMAD 9606
PERSACS 9604





DA PAM 100- XX COMPETENCY TRACE

ARMY CORE COMPETENCIES:

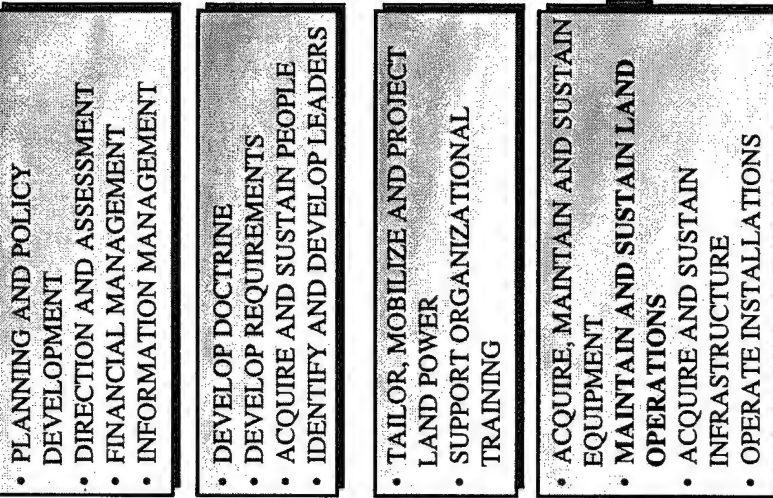
- OPERATIONAL FORCE - CONDUCTING MILITARY OPERATIONS
- INSTITUTIONAL FORCE - PREPARING FOR MILITARY OPERATIONS

**INSTL CORE
COMPETENCY**

**INSTL CORE
CAPABILITIES**



INSTL CORE PROCESSES



“A DIVERSE SET OF
SERVICES”

PERSONNEL SERVICES
MEDICAL SERVICES
FAMILY SUPPORT
CRIM INV & LAW ENF
INTELLIGENCE
LEGAL SERVICES
CHAPLAIN SERVICES



CORE COMPETENCY

SUSTAINING THE FORCE BY PROVIDING MILITARY POLICE FORCE PROTECTION, POPULACE/MOVEMENT CONTROL AND CRIMINAL INVESTIGATIVE SUPPORT TO ARMY COMMANDERS ACROSS ALL STATES OF THE STRATEGIC ENVIRONMENT.

CORE CAPABILITIES

OPERATIONAL

1. MANEUVER AND MOBILITY
SUPPORT OPERATIONS

2. AREA SECURITY

3. INTERNMENT/RESETTLEMENT
OPERATIONS

4. LAW AND ORDER OPERATIONS

5. INDEPENDENT CRIMINAL
INVESTIGATIONS

INSTITUTIONAL

1. TRAFFIC MANAGEMENT
OPERATIONS

2. PHYSICAL SECURITY

3. CORRECTIONS

4. LAW ENFORCEMENT

5. INDEPENDENT CRIMINAL
INVESTIGATIONS



CORE PROCESSES

ACTIONS THAT TRANSLATE CAPABILITIES INTO PRODUCTS ...

CAPABILITIES

TRAFFIC MANAGEMENT OPNS

- * DEVELOP AND IMPLEMENT TRAFFIC CONTROL PROCEDURES
- * PERFORM TRAFFIC LAW ENFORCEMENT

PHYSICAL SECURITY

- * DEVELOP AND IMPLEMENT SECURITY PROCEDURES AND PROTECTIVE MEASURES
- * PROTECT SPECIFIC, DESIGNATED ASSETS AND RESOURCES

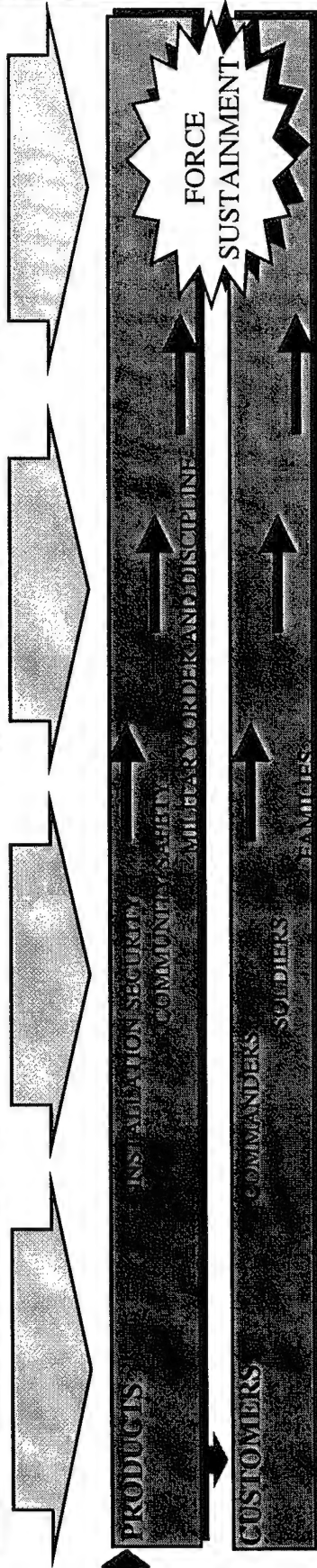
CORRECTIONS

- * EFFECT CUSTODY AND CONTROL OF US MILITARY PRISONERS
- * ADMINISTER CORRECTIONAL TREATMENT PROGRAMS
- * PERFORM CORRECTIONAL ADMINISTRATIVE PROCEDURES
- * PERFORM CORRECTIONAL FACILITY LOGISTICS OPERATIONS
- * ADMINISTER AND ENFORCE LEGAL REQUIREMENTS

LAW ENFORCEMENT

- * ADMINISTER LAW ENFORCEMENT PROGRAMS
- * CONDUCT PATROL OPERATIONS
- * CONDUCT SPECIAL OPERATIONS
- * CONDUCT MILITARY POLICE INVESTIGATIONS

PROCESSES





**POTENTIAL INSTITUTIONAL FAA ISSUES
(UMBRELLA GROUP - 10 APR 96)**

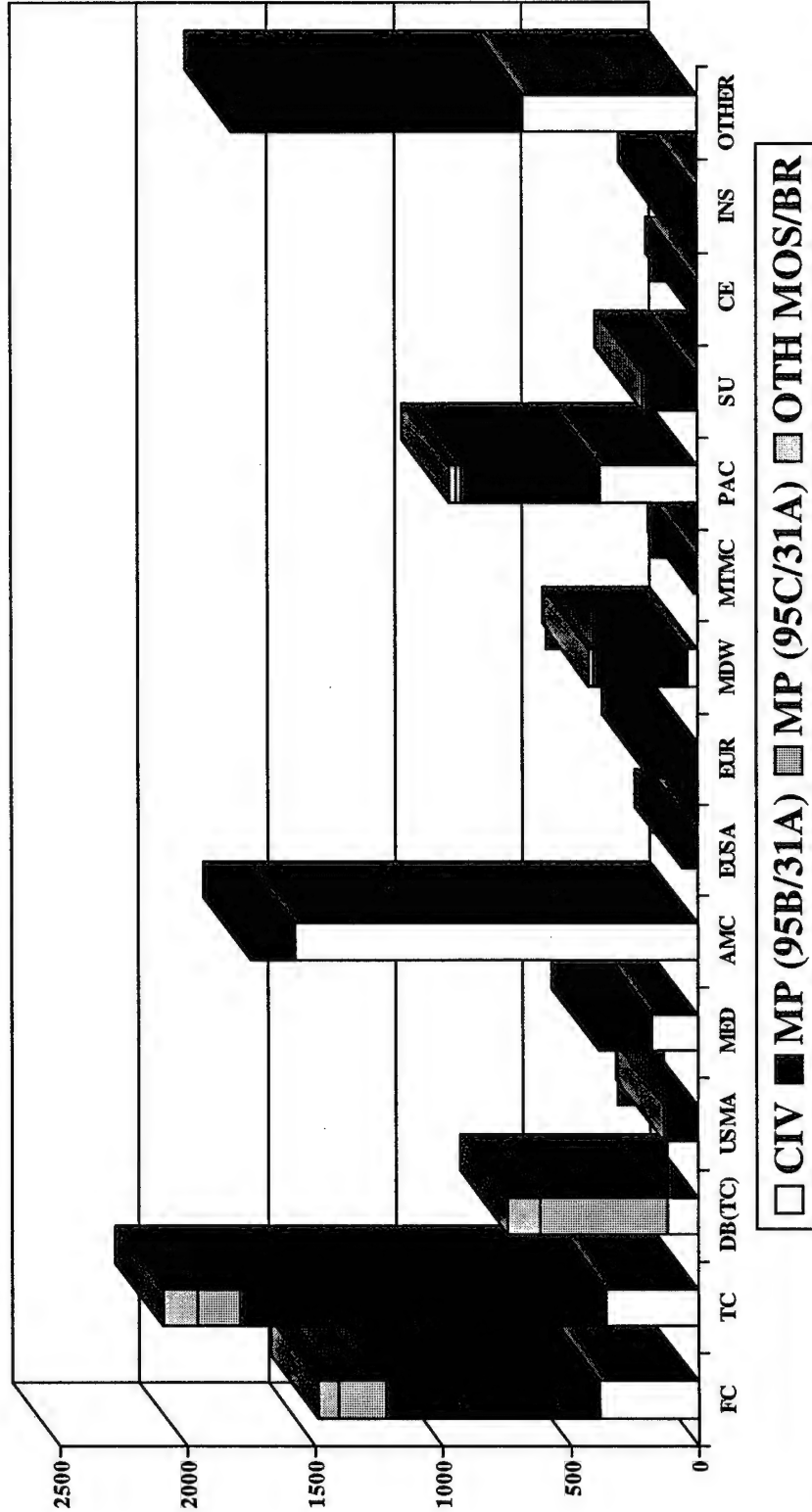
- ✓ **DIVESTITURE OF LONG-TERM CORRECTIONS**
- ✓ **REESTABLISHMENT OF A PROVOST MARSHAL
GENERAL AS PART OF THE CSA SPECIAL STAFF**
- ✓ **ALTERNATIVE DELIVERY METHODS FOR CONUS
(TDA) LAW ENFORCEMENT, PHYSICAL SECURITY
AND TRAFFIC SERVICES**



MP INSTITUTIONAL FORCE DISTRIBUTION

(LAW ENFORCEMENT, SECURITY, AND CORRECTIONS; BY MACOM)

THE CHALLENGE IN PULLING IT TOGETHER...

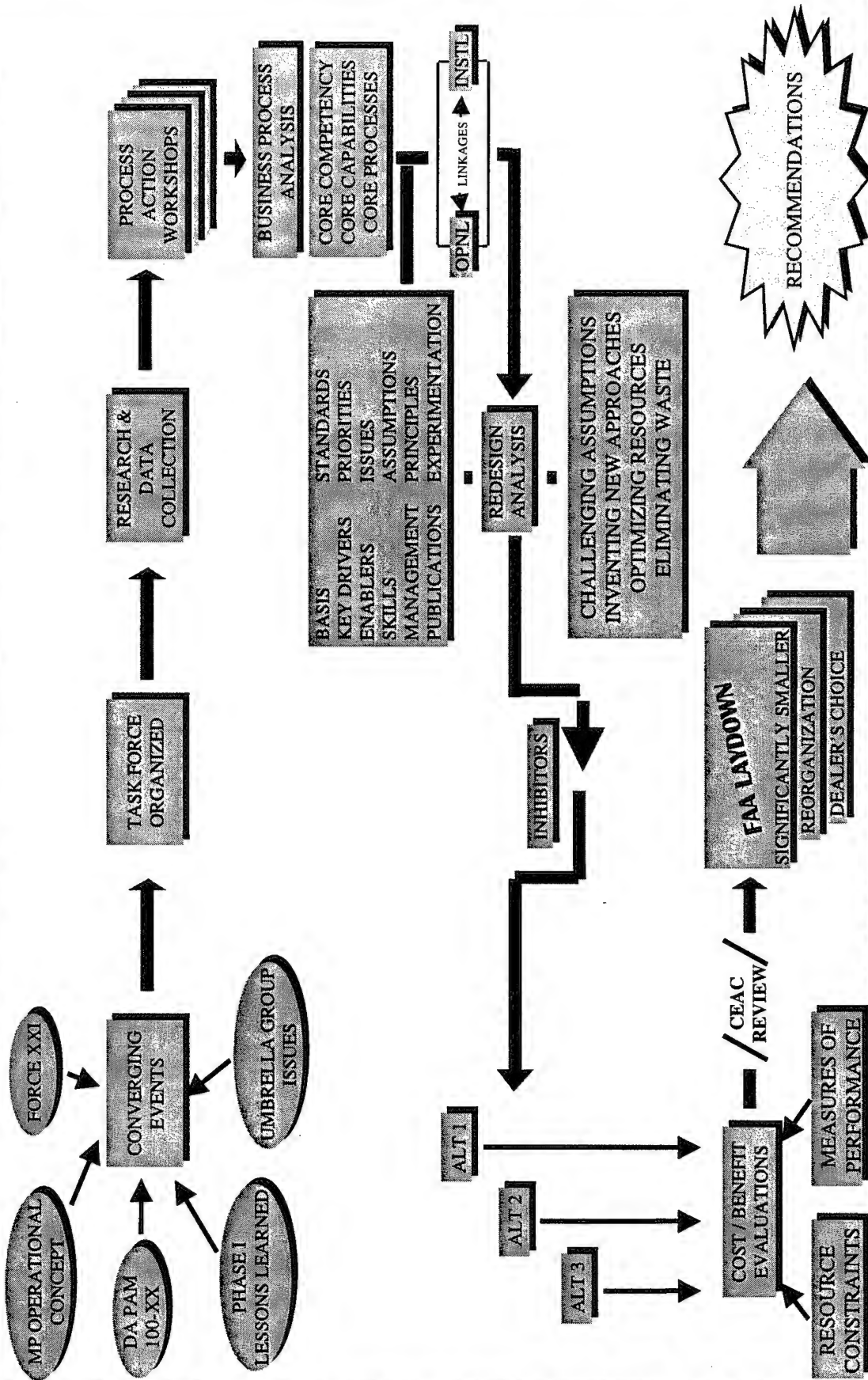


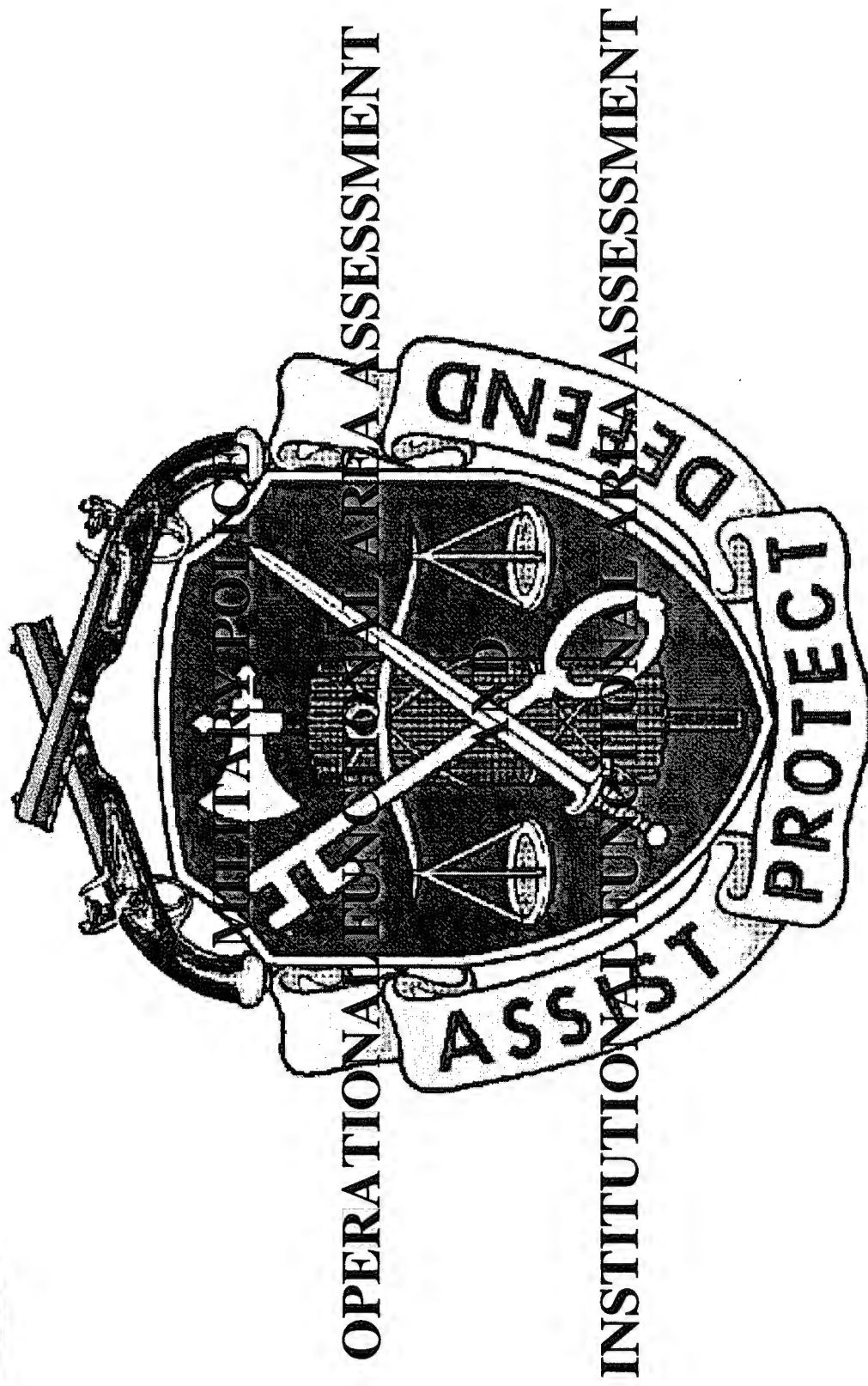
DOES NOT INCLUDE CID

OVERVIEW



MP INSTITUTIONAL FAA METHODOLOGY







PURPOSE

INFORMATION BRIEF TO THE MILITARY POLICE
CORPS LEADERSHIP ON THE RESULTS OF THE 1996
MP/CID FUNCTIONAL AREA ASSESSMENT (FAA).

AGENDA

- BACKGROUND
- ISSUES AND RESULTS
- FOLLOW ON ACTIONS
- LESSONS LEARNED
- SUMMARY
- CONCLUSION





BACKGROUND

FIRST "COMBINED FAA"

OPERATIONAL - TRADITIONAL "DTLOMS"

INSTITUTIONAL - REENGINEERING OF TDA

TASK FORCE ACTIVATED

27 MARCH 1996

PREBRIEF ARSTAF COC

1 JULY 1996

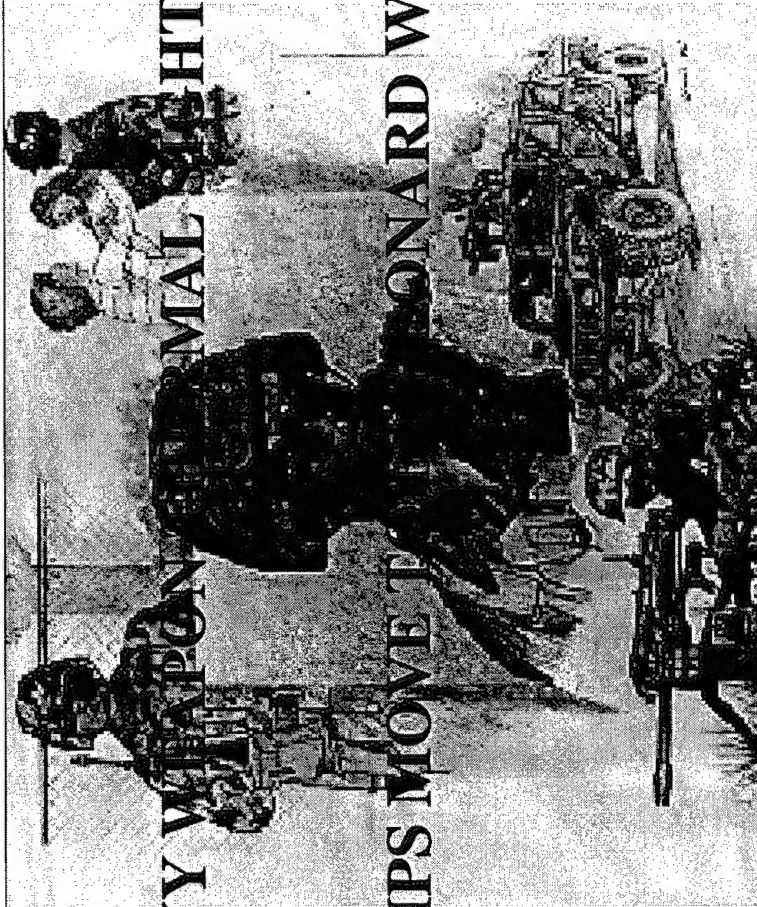
PREBRIEF ARSTAF GOSC

11 AUGUST 1996

BRIEF VCOSA AND ASAC (M&RA)

19 AUGUST 1996

OPERATIONAL FAA ISSUES



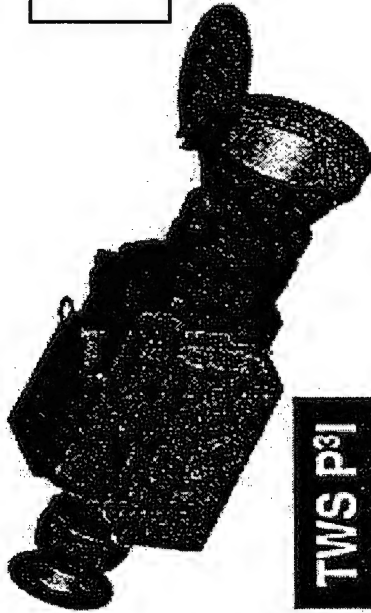
◆ HEAVY WEAPON THERMAL SIGHT (HWTS)

◆ USAMPS MOVE TOWARD WOOD



HWTS

LETHALITY



TWS P81

- NIGHT VISION SIGHT FOR THE MP PRIMARY WEAPON
- BOIP: ONE PER MK-19

TOTAL ARMY RQMTS

41,656

CURRENT BUY

5,831

PROJECTED BUY

8,463

REQ TOTAL ON HAND % FILLED PROJ TOTAL PROJ %

FP 1	152	0	0	74	49
FSP 1	1182	0	0	0	0
FP 2	560	0	0	66	11
FSP 2	1189	0	0	0	0
FP 3	1498	0	0	42	12
FP 4	2820	0	0	0	0
MP TOTAL	7401	0	0	182	3

TOTAL MP REQ	7401
MP W/MK-19	3692
USAMPS PLAN	1062
TRADOC PLAN	350
HODA PLAN	*229

ISSUE

* INCLUDES 47 FOR USAMPS



RESULT OF PROPONENT ISSUE: HWTS

- ◆ DA DCSOPS IS TO WORK WITH HQTRADOC TO ENSURE FIELDING OF 350 HEAVY WEAPONS THERMAL SIGHTS (HWTS) TO DESIGNATED UNITS.
- ◆ THIS INCREASES THE ORIGINAL HQDA DISTRIBUTION PLAN FROM 229 SYSTEMS TO THE TRADOC OBJECTIVE.





MANSCEN MILESTONES

CONSTRUCTION PROJECTS	DESIGN %	DESIGN COMPLETION	DESIGN STATUS	CONSTRUCTION * COMPLETION
GENERAL INSTRUCTION FACILITY	65%	MAR 97	ON TRACK	APR 99
APPLIED INSTRUCTION FACILITY	65%	MAR 97	ON TRACK	NOV 98
UNACCOMPANIED ENL PERS HOUSING	35%	MAR 97	ON TRACK	MAR 99
CHEM DECON TRAINING FACILITY	35%	MAR 97	ON TRACK	MAR 99
RENOVATION	35%	MAY 97	ON TRACK	MAR 99
RANGES	35%	OCT 97	ON TRACK	MAR 99
MOUT	95%	OCT 97	ON TRACK	JAN 99
GENERAL OFFICER QUARTERS	65%	JAN 97	ON TRACK	MAR 98

* CONSTRUCTION COMPLETION DEPENDENT ON ENVIRONMENTAL IMPACT STATEMENT SCHEDULE

DOCUMENTATION (TDA)	% TDA	DUE	DUE HQDA	STATUS
SCHOOL	100%	JAN 97	AUG 97	ON TRACK
BDE	100%	JAN 97	AUG 97	ON TRACK
HQ MANSCEN	70%	JAN 97	AUG 97	ON TRACK
INSTALLATION	30%	JAN 97	AUG 97	ON TRACK

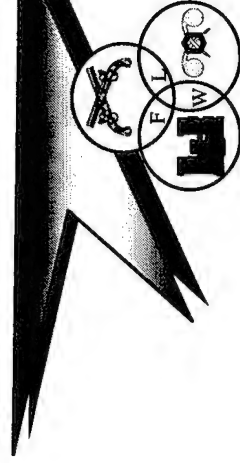
RELOCATION	START	COMPLETE	STATUS
ADV PARTY/CD/TD	JAN 99	MAR 99	ON TRACK
SCHOOLS(-) MOVE	APR 99	SEP 99	CONSTRUCTION DEPENDENT
TRN BDE MOVES	MAY 99	SEP 99	CONSTRUCTION DEPENDENT
CARETAKER STATUS	OCT 99		PROGRAM DEPENDENT
DISPOSAL ACTIONS		SEP 01	ON TRACK

GO BRAC IPR 20 AUG 96



RESULT OF VCSA ISSUE: RELOCATION TO FORT LEONARD WOOD

- ◆ THE RELOCATION OF USAMPS AND USACMLS TO FORT LEONARD WOOD SHOULD CONTINUE "ON TRACK" WITH EVERY EFFORT MADE TO AVOID IMPEDIMENTS.
- ◆ THE 20 AUGUST GENERAL OFFICER BRAC IPR WAS SEEN AS A POSITIVE AND IMPORTANT STEP FORWARD IN THIS PROCESS.





INSTITUTIONAL FAA ISSUES

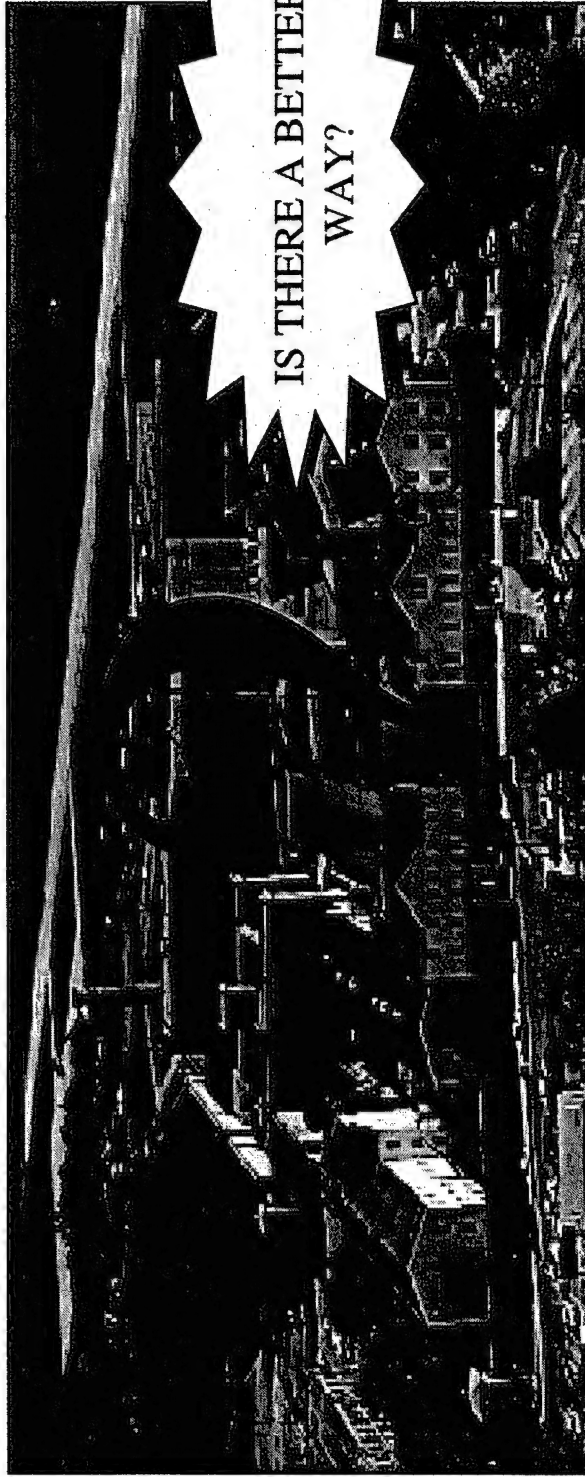
- ◆ DIVESTITURE OF LONG-TERM CORRECTIONS
- ◆ REESTABLISHMENT OF A PMG
- ◆ ALTERNATIVE DELIVERY METHODS FOR CONUS TDA FUNCTIONS
- ◆ ELIMINATION OF CID HQ
- ◆ CONSOLIDATION OF MPI WITH CID

(UMBRELLA GROUP ISSUES)



ALTERNATIVE #1: SIGNIFICANTLY SMALLER

ARMY CORRECTIONS



DIVESTITURE

OUTSOURCING

CIVILIANIZATION

JOINT RESOURCING

DOD CONSOLIDATION



ALTERNATIVE DELIVERY SYSTEMS

	POTENTIAL SAVINGS (MILITARY MANPOWER)	POTENTIAL SAVINGS (DOLLARS)	FOLLOW-ON COSTS	POLICY DIRECTION	MISSION EFFECTIVENESS	LEGAL MANAGEMENT	OPERATIONAL IMPACT	FEASIBILITY	PROJECTED E-DATE	TOTAL
DIVESTITURE	+	+	+	-	+	-	+	+	-	1.8
OUTSOURCING	+	-	-	-	+	-	+	+	±	1.7
CIVILIANIZATION	+	-	+	-	+	+	+	+	±	2.1
JOINT RESOURCING	±	+	+	+	+	+	+	+	+	2.4
DOD CONSOLIDATION	±	+	+	+	+	+	+	+	±	2.7
RETENTION	-	-	+	+	+	+	+	N/A	N/A	2.3

RECOMMENDED COURSE OF ACTION

+	±	-
3	2	1

ALTERNATIVE #1 CONCLUSION

✓ THE ARMY CORRECTIONS PROGRAM HAS BEEN, AND CONTINUES TO BE, A CRITICAL COMPONENT OF THE MILITARY JUSTICE SYSTEM AND THE ARMY ETHOS.

✓ DOD CONSOLIDATION OF MILITARY CORRECTIONS WOULD GENERATE ARMY SAVINGS WITH NO DEGRADATION TO ENDURING ARMY VALUES OR OPERATIONAL EFFECTIVENESS.





RESULT: DIVESTITURE OF LONG-TERM CORRECTIONS

- ◆ THE PROPONENT RECOMMENDATION FOR THE ARMY TO PURSUE A DOD CONSOLIDATION OF MILITARY CORRECTIONS WAS APPROVED.
- ◆ IN ADDITION, THE VCSA WANTS EMPHASIS PLACED ON JOINT RESOURCING AND RENEWED FOCUS ON PRISONER LABOR OFFSETS.
- ◆ CONSTRUCTION OF NEW DISCIPLINARY BARRACKS REMAINS ON TRACK.



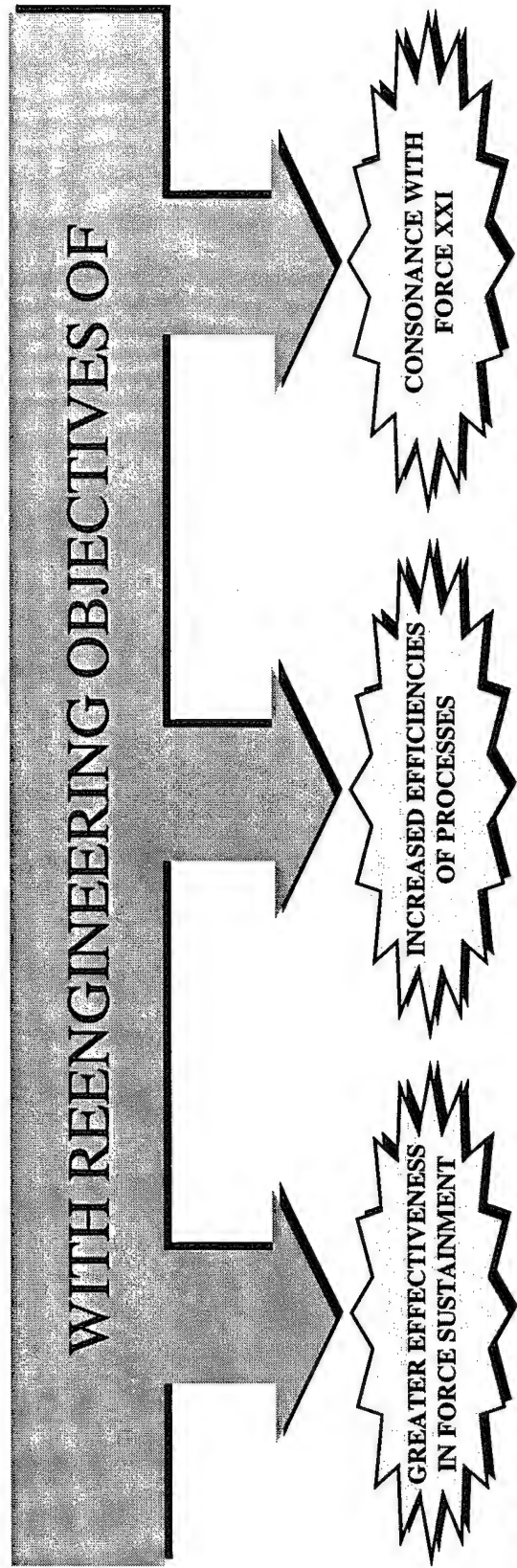
ALTERNATIVE #2: REORGANIZATION

REESTABLISHMENT OF A PROVOST MARSHAL GENERAL

“ A TOTAL REVISION OF
CURRENT MAJOR COMMAND/
MAJOR SUBORDINATE COMMAND
ORGANIZATIONAL STRUCTURE ”



REESTABLISHMENT OF A
PROVOST MARSHAL GENERAL AS
PART OF THE CSA SPECIAL STAFF





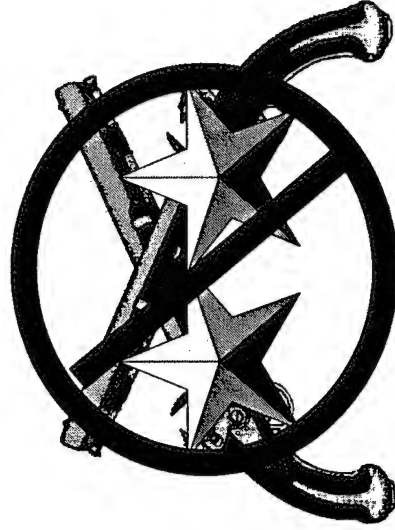
ALTERNATIVE #2 CONCLUSION

- ✓ THE "AS IS" MILITARY POLICE ORGANIZATIONAL DESIGN SERVES THE ARMY WELL, WITH GOOD CONNECTIVITY AMONG FUNCTIONAL COMPONENTS
- ✓ THE DISADVANTAGES OF REESTABLISHING A PROVOST MARSHAL GENERAL WOULD FAR OUTWEIGH THE ADVANTAGES . . . FOR BOTH THE ARMY AND THE MP CORPS.



RESULT: PROVOST MARSHAL GENERAL ISSUE

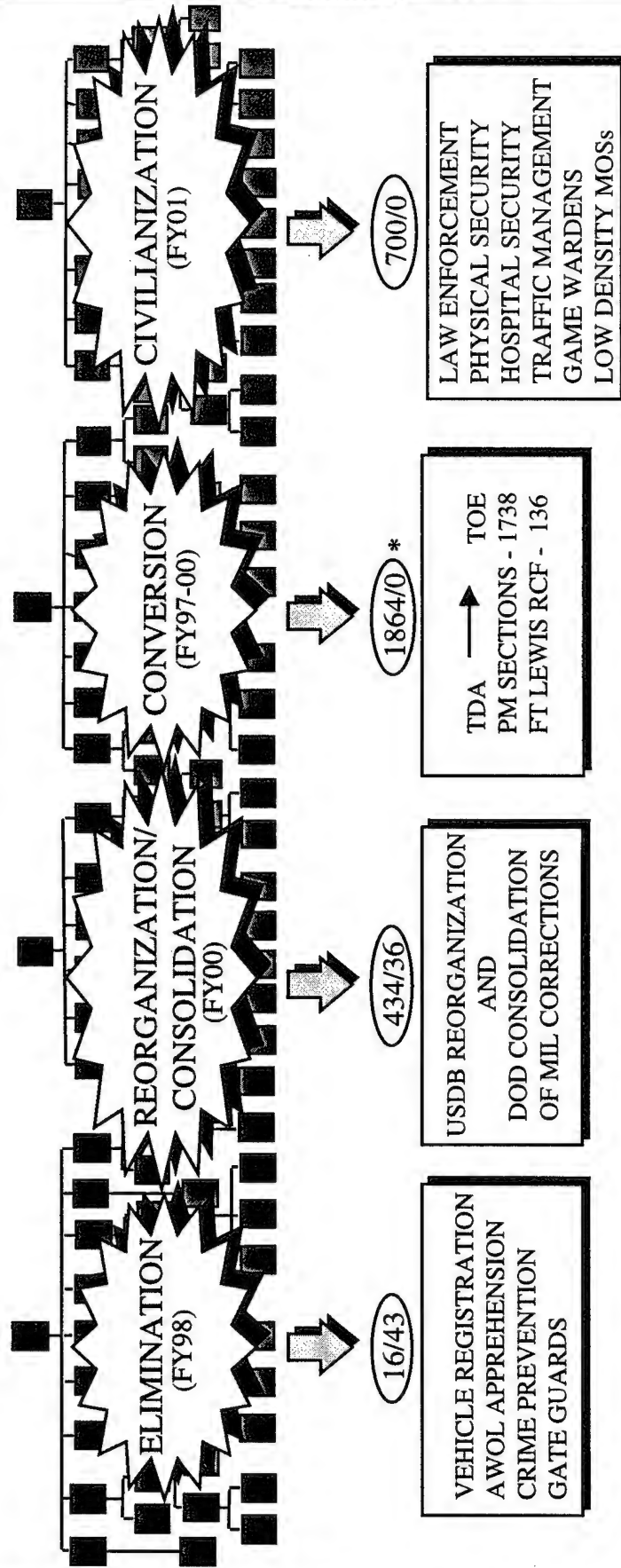
THE VCSA CONCURRED WITH THE PROponent
RECOMMENDATION NOT TO RE-ESTABLISH A
PROVOST MARSHAL GENERAL.





ALTERNATIVE #3: DEALER'S CHOICE

AN ECLECTIC APPROACH...



* NO SAVINGS; CONVERSION ONLY



ELIMINATION OF FUNCTIONS

AS RESOURCED WORKLOADS...

- ✓ VEHICLE REGISTRATION
- ✓ AWOL APPREHENSION
- ✓ CRIME PREVENTION
- ✓ GATE GUARDS

ALREADY 90% DONE
(JUST POLICING UP THE BATTLEFIELD)

BASIS:
✓ ARMY REGULATION
✓ MACOM POLICY
✓ INSTALLATION DIRECTIVES
✓ TRADITION/EXPECTATIONS

KEY DRIVERS:
✓ INSTALLATION SIZE/LOCATION
✓ TROOP POPULATION
✓ OFFENSE RATES
✓ THREAT
✓ NATIONAL DEFENSE
✓ INTERNATIONAL AGREEMENT

ENABLERS:
✓ MUTUAL DEPENDENCY
✓ (EG: GATE GDS & VEH REG)
✓ COMMAND EMPHASIS

RESOURCES:
✓ MILITARY AUTHORIZATIONS
✓ CIVILIAN AUTHORIZATIONS
✓ BMM

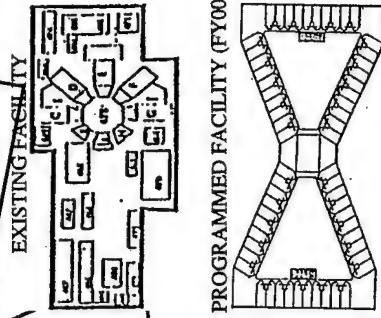
SKILLS:
✓ NO IMPACT

EXPERIMENTATION:
✓ NONE REQUIRED

E-DATE: FY98
AUTHORIZATIONS: 16 MIL/43 CIV

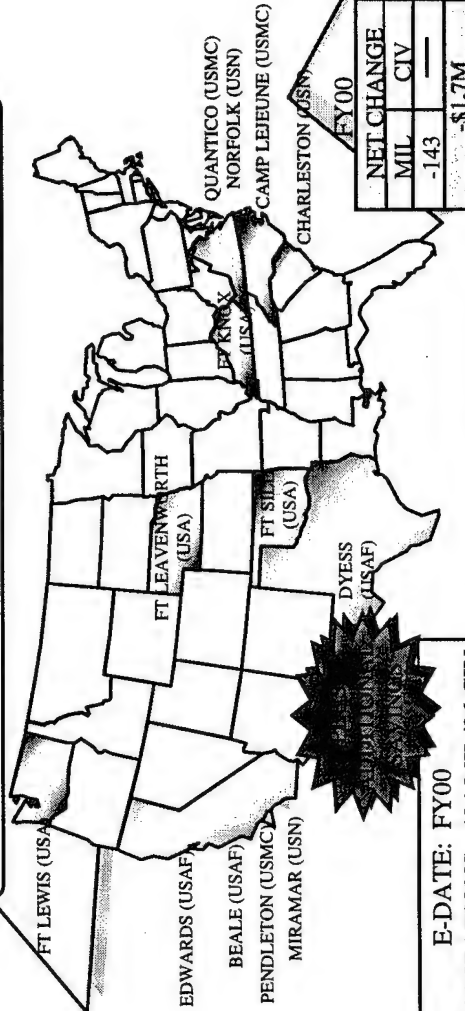


REORGANIZATION OF THE USDB



<u>MIL</u>	<u>CIV</u>
649	123
↓	↓
358	87
↓	↓
-291	-36

DOD CONSOLIDATION



E-DATE: FY00
AUTHORIZATIONS: 434 MIL/36 CIV

BASIS:

- ✓ ARMY/DOD DECISION
- ✓ CONGRESSIONAL ACTION

KEY DRIVERS:

- ✓ NEW USDB CAPACITY (662)
- ✓ PRISONER POPULATION
- ✓ WARTIME PLANNING FACTORS
- ✓ ENDURING ARMY VALUES

ENABLERS:

- ✓ DESIGN EFFICIENCIES
- ✓ CCTV TECHNOLOGIES
- ✓ IMPROVED GUARD/INMATE RATIOS

RESOURCES:

- SAVINGS: MIL 434 CIV 36
- SPACES: 434
- DOLLARS: \$1.7M

SKILLS:

- ✓ CONSOLIDATED TNG
- ✓ UNIFORM DOD STANDARDS

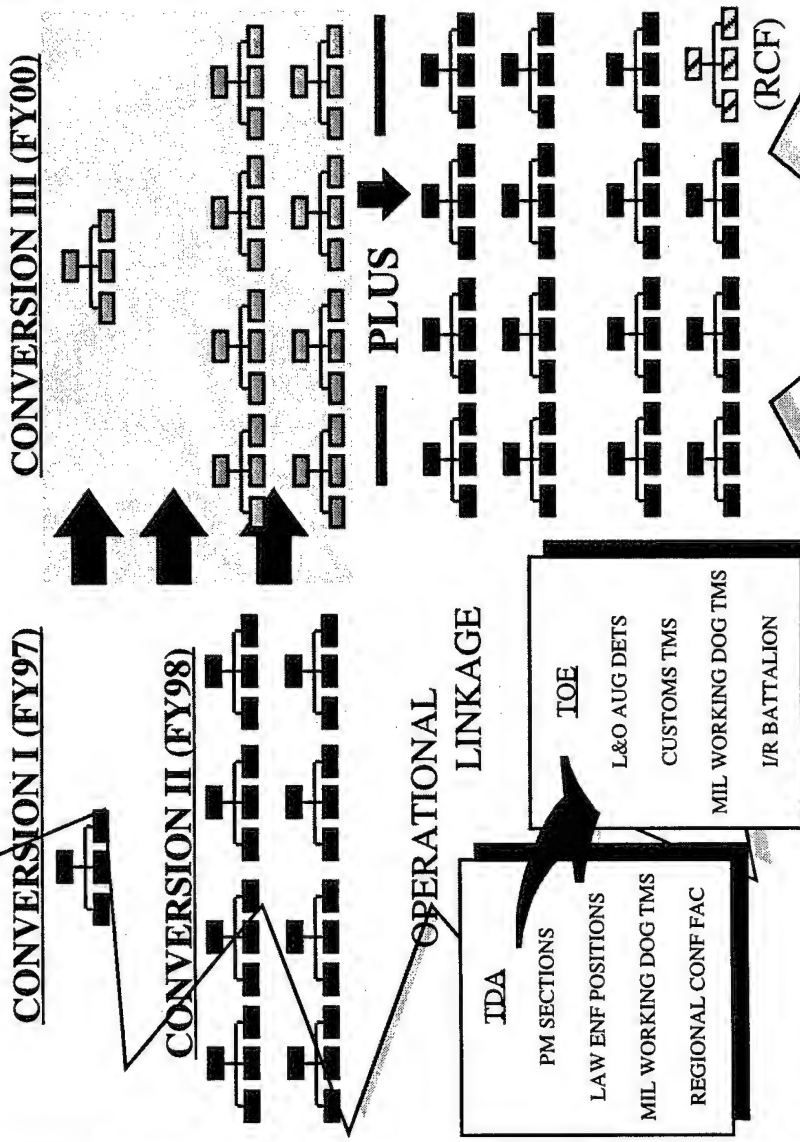
EXPERIMENTATION:

- ✓ NONE REQUIRED

FY00	
NET CHANGE	
MIL	-143
CIV	-
	-\$1.7M



TDA TO TOE CONVERSIONS

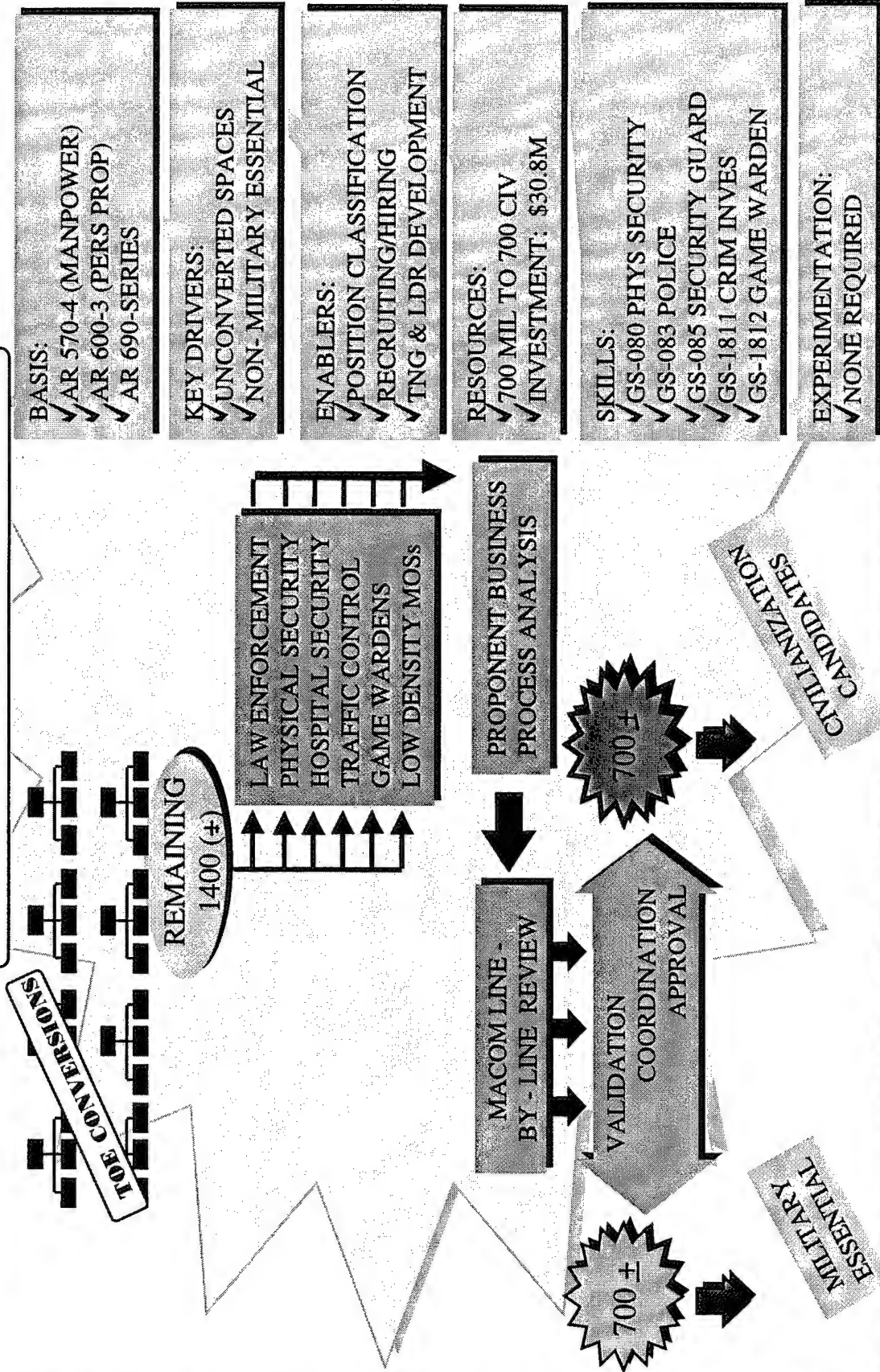


- BASIS:**
 - ✓ FDU 96-1
 - ✓ TAA 00-05
- KEY DRIVERS:**
 - ✓ WARFIGHT REQUIREMENTS
- ENABLERS:**
 - ✓ GSU BACKFILL
 - ✓ TDA AUTHORIZATIONS
 - ✓ MACOM SUPPORT (TBD)
- RESOURCES:**
 - ✓ CONVERSION I - 102
 - ✓ CONVERSION II - 557
 - ✓ CONVERSION III - 1215
 - ✓ NO END-STRENGTH IMPACT
- SKILLS:**
 - ✓ NO IMPACT
- EXPERIMENTATION:**
 - ✓ NONE REQUIRED

E-DATE: FY97-00
AUTHORIZATIONS: 1874 MIL



CIVILIANIZATION





ALTERNATIVE #3 CONCLUSION

✓ THIS DEALER'S CHOICE REPRESENTS A COMBINATION OF THE BEST REENGINEERING OPTIONS AVAILABLE TO THE PROPONENT

✓ THAT WITH CONTINUED MACOM AND HQDA SUPPORT - AND TAA SUCCESS - THE MILITARY POLICE CORPS IS PREPARED TO MOVE FORWARD WITH THIS PROGRAM

RECOMMEND APPROVAL



RESULT: ALTERNATIVE METHODS FOR CONUS TDA FUNCTIONS

- ◆ VCSA ADVOCATES MORE TDA TO TOE CONVERSION.
- ◆ THE MP PROPONENT WAS DIRECTED TO HOLD IN ABEYANCE ANY FURTHER CIVILIANIZATION OF TDA LAW ENFORCEMENT POSITIONS.
- ◆ SPEAKING OF CIVILIANIZATION, THE VCSA INDICATED THAT “WE ARE CERTAINLY NOT AT THE POINT TODAY WHERE WE NEED TO DO THIS. MAYBE WHEN WE GET TO A 400K ARMY.”
- ◆ ALLOW THE POSITIONS FOR VEHICLE REGISTRATION, AWOL APPREHENSION, CRIME PREVENTION AND GATE GUARDS TO WORK THEMSELVES OUT.



CID ALTERNATIVE #2: REORGANIZATION



- MPI TO CID
- RE-STRUCTURE USACIDC INVESTIGATIVE MISSION
- LEAVE CID HQ UNCHANGED

MPI ALTERNATIVES	
1997	
TDA	358
FOF	47
TOTAL	835



RESULT: CONSOLIDATION OF MPI AND CID

SENIOR ARMY PARTICIPANTS AT THE FAA UNANIMOUSLY AGREED THAT THE EXISTING MPI PROGRAM IS HIGHLY VALUABLE TO BOTH TOE AND TDA COMMANDERS

FOLLOW-ON ACTIONS

- ◆ WORK THROUGH THE MP OI TO ENSURE THAT THE ARSTAF AAR ACCURATELY REFLECTS VCSA GUIDANCE WITH RESPECT TO:
- ◆ CIVILIANIZATION OF LAW ENFORCEMENT POSITIONS THE VCSA DID NOT DIRECT CIVILIANIZATION OF LAW ENFORCEMENT POSITIONS OR FOLLOW-ON IN BASOPS/FAA OR PASS THE ACTION TO THE ACSIM FOR MORE REVIEW.
- ◆ DAMO-ODE PURSUES DOD CONSOLIDATION OF CORRECTIONS THROUGH THE DOD JOINT WORKING GROUP COUNCIL.
- ◆ PROPONENT MONITORS DA AND TRADOC PROGRESS IN INCORPORATING A PRISONER LABOR ORIENTATION INTO THE GARRISON PRE-COMMAND COURSE.





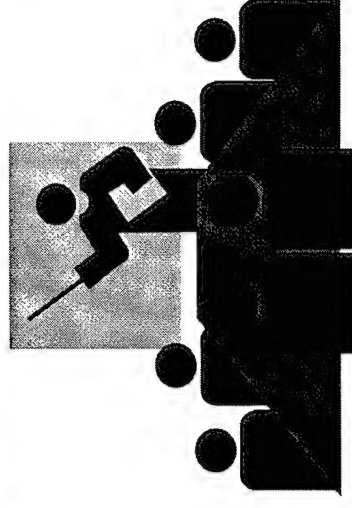
FOLLOW-ON ACTIONS (CONTINUED)

- ◆ THE PROPONENT, THE COMMANDANT OF THE USDB AND THE TRADOC PM MONITOR HQ TRADOC DOCUMENTATION OF PROJECTED REDUCTIONS AS THE NEW DISCIPLINARY BARRACKS IS CONSTRUCTED.
- ◆ PROPONENT CONTINUES TO PURSUE DA TO TOE CONVERSION INITIATIVE.
- ◆ PROPONENT EXAMINES FEASIBILITY OF PURSUING A STANDARD MULTIFUNCTIONAL MP BATTALION.
- ◆ THE VCSA INDICATED THAT CID PERSONAL SECURITY OPERATIONS SHOULD BE THE SUBJECT OF A SEPARATE, FUTURE FAA.



LESSONS LEARNED

- ◆ EARLY AND EFFECTIVE NETWORKING WITH MACOM STAFFS AND ARSTAF IS CRITICAL.
- ◆ DAMO-ODL HAS AN ACTIVE ROLE AS SPONSOR FOR THE INSTITUTIONAL FAA.
- ◆ THE MP OI (DAMO-FDL) PROVIDES THE ESSENTIAL LINK WITH THE ARSTAF.
- ◆ THE MP PERSSO IS A CRITICAL LINK ON ALL MATTERS INVOLVING MANPOWER AND PERSONNEL POLICY ISSUES.





LESSONS LEARNED (CONTINUED)

- ◆ SCHEDULING AND PRESENTING INDIVIDUAL PREBRIEFS PRECEDING THE COC AND GOSC ARE MANDATORY FOR SUCCESS.
- ◆ CLOSE AND FREQUENT COORDINATION WITH USACIDC IS VERY IMPORTANT.
- ◆ CID DEVELOPS AND BRIEFS OWN INSTITUTIONAL FAA.
- ◆ COMMANDANT PERSONALLY PREBRIEFS ALL GENERAL OFFICERS AND SES EXECUTIVES.
- ◆ COMMANDANT BRIEFS THE INSTITUTIONAL FAA FOR THE GOSC AND VCSA/ASA(M&RA).





SUMMARY

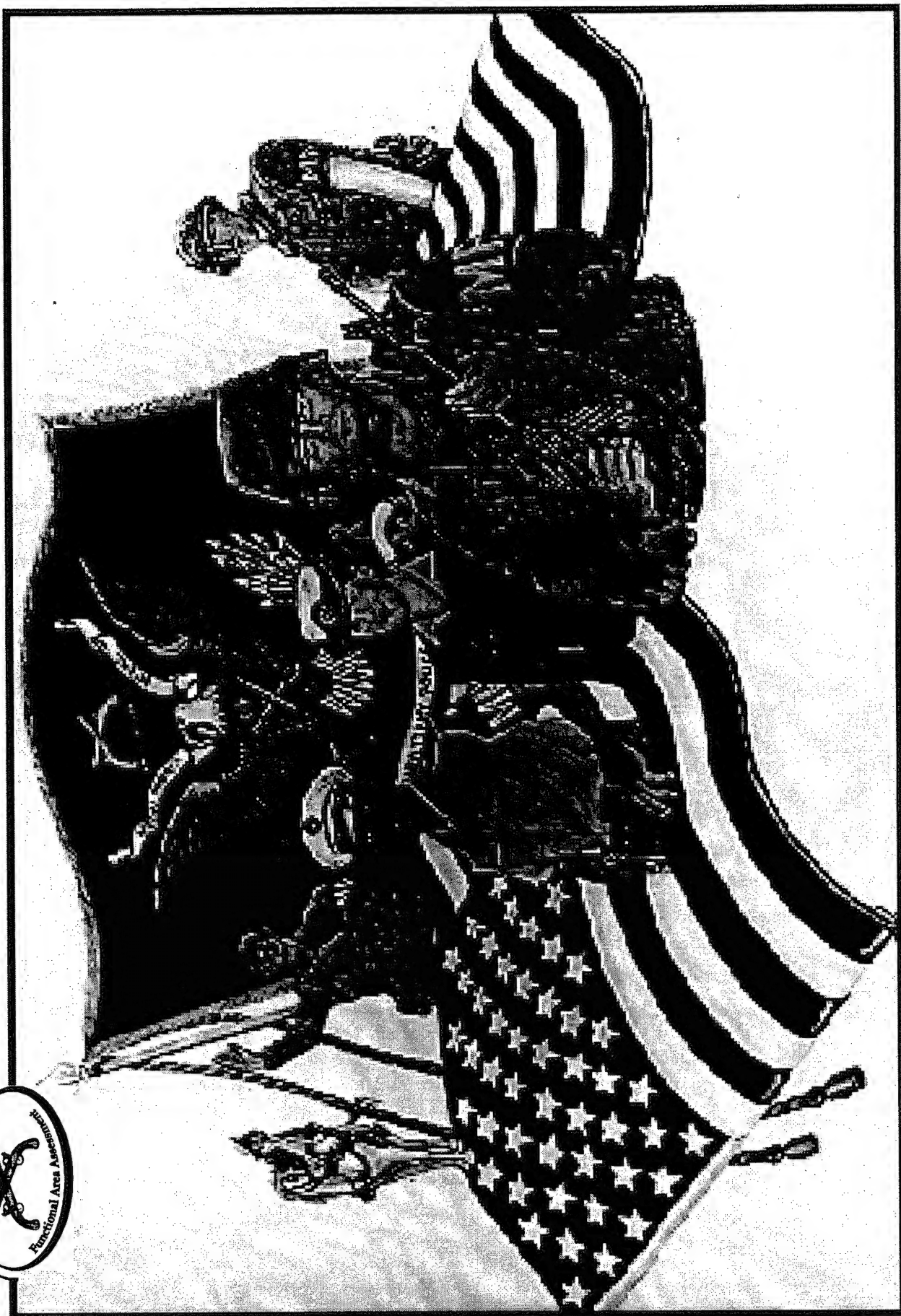
- ◆ THE RESULTS OF THE FAA WERE FAVORABLE TO THE PROONENT.
- ◆ THE FOLLOW-ON ACTIONS ARE FEW & MANAGEABLE AND SHARED BY THE PROONENT, CID, DAMO-ODL & DAMO-FDL.
- ◆ ATTENTION TO DETAIL AND COORDINATION PRIOR TO EACH OF THE PRIMARY MILESTONE BRIEFINGS (COC, GOSC, ETC.) PROVED CRITICAL.
- ◆ FAA LESSONS LEARNED AND AFTER ACTION REPORTS ARE COMPLETED & DOCUMENTED.
- ◆ THE TOTAL TEAM EFFORT ACHIEVED AN OVERWHELMING SUCCESS.



CONCLUSION

THE COMBINED MP/CID
OPERATIONAL/INSTITUTIONAL FAA WAS
THE FIRST OF ITS KIND. THE COMBINED
EFFORTS OF THE PROPONENT, MA COM
PMS AND DA STAFF CULMINATED WITH
THE PROPONENT SUCCEEDING IN HIS
OBJECTIVES.







USACIDC INSTITUTIONAL FORCE

CID XXI

21ST CENTURY AND BEYOND

UNITED STATES ARMY CRIMINAL INVESTIGATION COMMAND



INSTITUTIONAL ARMY FUNCTIONAL AREA ASSESSMENT BRIEFING



AGENDA

CID XXI

21ST CENTURY AND BEYOND

★ BACKGROUND

PROCESS

ANALYSIS

ALTERNATIVES

SUMMARY



HISTORICAL PERSPECTIVE

CID XXI

21ST CENTURY AND BEYOND

1995

Deputy SecDef
approved consolidation of Fraud
Mission

1991

Under SecArmy
approved continued
independence

1987

CSA study
preserves OCONUS
independence

1986

DoD I 5505.3
mandates investigative
independence

1986

Defense Auth Act
mandates
independence

1986

CID conforms to
President's Council
on Integrity &
Efficiency

1980

DoD Task
Force lauds CID
organization

1971

CID as an
Independent Army
Command

1970

CID Agency
under PMG

1964

HQDA study
recommends CID
autonomy

INDEPENDENT CRIMINAL
INVESTIGATIVE
SUPPORT TO ARMY
COMMANDERS ACROSS
THE OPERATIONAL
CONTINUUM



KEY CONSIDERATIONS

CID XXI

21ST CENTURY AND BEYOND

CID AGENTS

FY 90 = 1211 AUTH

FY 97 = 813 AUTH

CID
AGENTS
REDUCED 33%

NEW MISSIONS
COMPUTER CRIMES
ENVIRONMENTAL CRIMES
WORKMAN'S COMPENSATION
FRAUD

REFOCUS OF CID RESOURCES

INCREASED MISSIONS
PROTECTIVE SERVICES
MULTIPLE DEPLOYMENTS
MAJOR PROCUREMENT FRAUD
LOGSEC

CID LOCATIONS

FY 90 = 132

FY 97 = 106

CID
LOCATIONS
REDUCED 20%



CID SUPPORT TO MILITARY OPERATIONS

CID XXI

21ST CENTURY AND BEYOND

LOGISTICS
SECURITY

CRIMINAL
INVESTIGATIONS

ANTI-
TERRORISM

BASE
OPERATIONS

FORCE
PROJECTION

SIMULTANEOUS
OPERATIONS

STABILITY &
SUPPORT

WAR

PROTECTIVE
SERVICES

FORCE
PRESERVATION

CRIMINAL
INTELLIGENCE



USACIDC IN PERSPECTIVE

CID XXI

21ST CENTURY AND BEYOND

ARMY VS CID POPULATION (ACTIVE MIL & CIV)

ACTIVE MIL & CIV

1,551



747,000

■ ARMY
CID

ACTIVE MIL

1,032



495,000

■ ARMY
CID

CID MIL TOE VS TDA
(AOE)

60%



■ TOE
TDA

CID MIL TOE VS TDA
(ACTIVE MIL)

81%



■ TOE
TDA

CID MIL TOE VS TDA
(CID XXI)

19%





USACIDC IN PERSPECTIVE

CID XXI

21ST CENTURY AND BEYOND

CID POPULATION

32%

23%

45%

■ ACTIVE
RESERVE
CIVILIANS

RESERVES AND CIVILIANS ARE VITAL TO OUR MISSION!

- FULLY ACCREDITED SPECIAL AGENTS
- PERFORMS FULL RANGE OF CRIMINAL INVESTIGATIVE MISSIONS
- SUPPORTS PROTECTIVE SERVICE MISSIONS WORLDWIDE
- CONTINUALLY ASSISTS AC INVESTIGATIVE FORCE
- HI-TECH SUPPORT

Reserve Agents:

- Expended 216 Mandays this FY for points only
- Activated for CONOPS
- Support current investigations during AT



AGENDA

CID XXI

21ST CENTURY AND BEYOND

BACKGROUND

★ PROCESS

ANALYSIS

ALTERNATIVES

SUMMARY



USACIDC XXI VISION

CID XXI

21ST CENTURY AND BEYOND

**AN
INDEPENDENT ARMY COMMAND,
SUPPORTING THE ARMY IN ANY
ENVIRONMENT WITH A HIGHLY SKILLED,
TRAINED AND READY FORCE, THAT WILL
CONTINUE TO DETER, DETECT AND SOLVE
CRIME INTO THE 21ST CENTURY AND
BEYOND.**



CID CORE COMPETENCY

CID XXI

21ST CENTURY AND BEYOND

**Provide timely and thorough independent
criminal investigative support to the Army.**



CORE CAPABILITIES AND PROCESSES

CID XXI

21ST CENTURY AND BEYOND

- **CORE CAPABILITIES**

- Deter, Detect and Investigate Serious Felony Crimes
- Integrity of Investigative Product
- Rapid and Accurate Response to Army Commanders
- Safeguard Army Resources

- **CORE PROCESSES**

- Conduct Criminal Investigations
- Process Criminal Intelligence
- Perform Logistics Security
- Conduct Protective Services
- Conduct Force Preservation Operations
- Operate the Army Crime Laboratory
- Conduct Army Criminal Polygraph Operations
- Manage the Army Crime Records Center
- Manage Crime Deterrence Programs
- Support Anti-terrorism Operations



METHODOLOGY

CID XXI

21ST CENTURY AND BEYOND

- ✓ **Identify Core Competencies**
 - Describe core capabilities and processes
- ✓ **Business Process Analysis**
 - Analyze processes in terms of competencies and capabilities
 - Review external studies (1992-1996) AAA, MARC, USAFISA & RUFF Commission
- ✓ **Focus on Three Courses of Action and Institutional Army Issues**



USACIDC FAA ASSESSMENT

CID XXI

21ST CENTURY AND BEYOND

Approach

- *Review re-engineering accomplishments*
- *Establish a baseline*
- *Input from commanders, staff principals and subject matter experts*

Re-engineering Assessment

- *Investigative independence is of paramount importance*
- *CID has continually re-engineered and downsized*
- *TDA & TOE fully integrated to support commanders in all environments*

Bottom Line - Up Front

- *Essential investigative operations are independent of changing environment & technology*
- *No redundancy*
- *Limited manpower efficiencies gained through technology*
- *Operational headquarters*



AGENDA

CID XXI

21ST CENTURY AND BEYOND

BACKGROUND

PROCESS

★ ANALYSIS

ALTERNATIVES

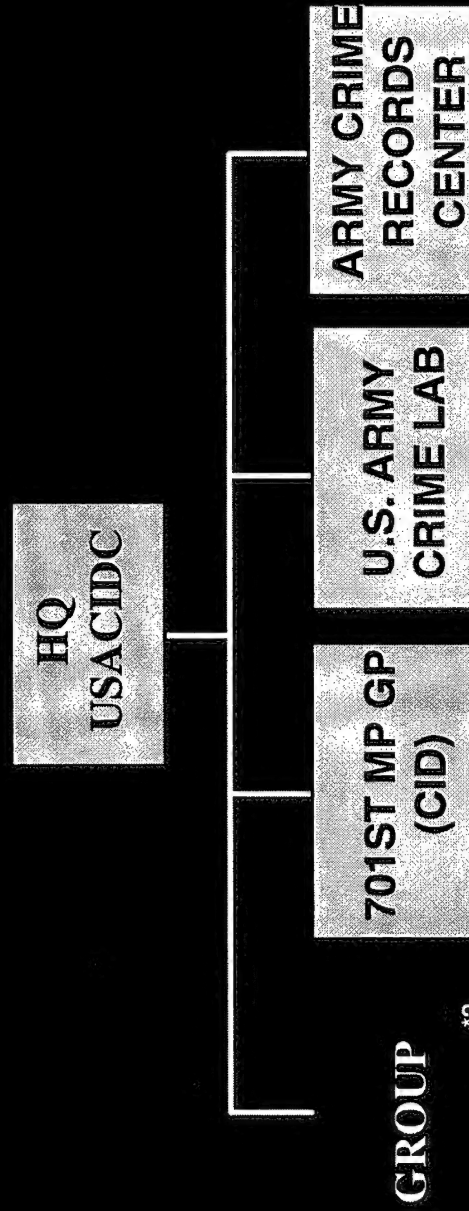
SUMMARY



USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND



* Proposed



HEADQUARTERS USACIDC

CID XXI

21ST CENTURY AND BEYOND

MISSION

SUPPORT THE DEPARTMENT OF THE ARMY,
OTHER MACOMS AND CID INVESTIGATIVE
FIELD ELEMENTS

• OPERATIONAL SUPPORT TO ALL CID FIELD ELEMENTS

- Current Operations
- Criminal Intelligence
- Manpower and Plans
- Reserve Affairs
- Policy
- Military and Civilian Personnel
- IG
- PAO
- SJA
- Information Management
- Logistics
- Internal Review

HQ AUTHORIZATIONS

Military: 53 Civilians: 61



HEADQUARTERS USACIDC

CID XXI

21ST CENTURY AND BEYOND

FUNCTIONAL ANALYSIS

- ✓ CONDUCTED IN-DEPTH ANALYSIS OF EACH STAFF FUNCTION
GUIDED BY THE 1995 USAFISA FINDINGS
- ✓ RESULTS:
 - STAFF FUNCTIONS DIRECTLY SUPPORT INVESTIGATIONS
 - NO REDUNDANCIES - EACH FUNCTION IS ONE DEEP
 - REMOVING FUNCTION IMPACTS FIELD AND DA SUPPORT
 - ARBITRARY 'SALAMI SLICING' DRIVES ELIMINATION OF FUNCTIONS
 - 6 CIVILIAN POSITIONS CUT IN FY 96 (HQ)
 - TOTAL OBLIGATION AUTHORITY (TOA) ISSUE IMPACTS ABILITY TO FILL UNENCUMBERED CIVILIAN POSITIONS
- ✓ DECISION - NO FUNCTIONS TO TRANSFER OR DIVEST

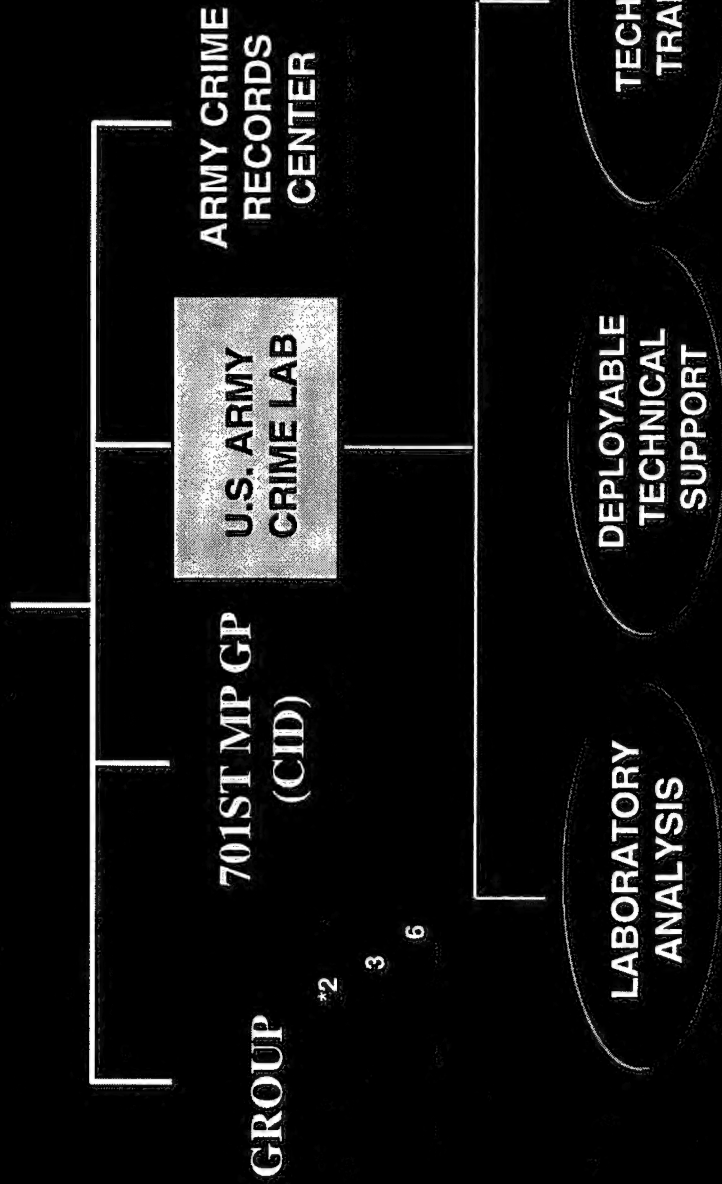


USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

HQ
USACIDC



* Proposed



ARMY CRIME LABORATORY

CID XXI

21ST CENTURY AND BEYOND

MISSION

TO PROVIDE WORLDWIDE FORENSIC
LABORATORY SERVICES TO CID ELEMENTS AND
OTHER DOD AND FEDERAL AGENCIES

- EFFICIENT MIX OF ACTIVE DUTY, RESERVE AND CIVILIAN EXAMINERS
 - MORE FLEXIBLE AND RESPONSIVE
 - FEWER LEGAL CHALLENGES TO EVIDENCE OR LAB RESULTS
 - TIGHTER CHAIN OF CUSTODY OF EVIDENCE
 - QUICK CRIME SCENE RESPONSE ANYWHERE IN THE WORLD
 - BEST BANG FOR OUR BUCK
 - OUTSOURCES UNUSUAL REQUIREMENTS

LAB AUTHORIZATIONS

Military: 14 Civilians: 75



USACIL FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

NEITHER OUTSOURCING NOR CIVILIANIZATION
OF THE ARMY CRIME LABORATORY IS IN THE
BEST INTEREST OF THE ARMY

- ✓ CONTINUOUS RE-ENGINEERING OF LAB FUNCTION
- ✓ 1992-1996: CLOSED 2 OCONUS LABS
 - ELIMINATED 31 POSITIONS
- ✓ USACIL NOW 85% CIVILIAN
- ✓ 1995 USAFISA STUDY
- ✓ DECISION - USACIL REMAINS INTACT

OUTSOURCING
STUDIES
1981 1991
1996

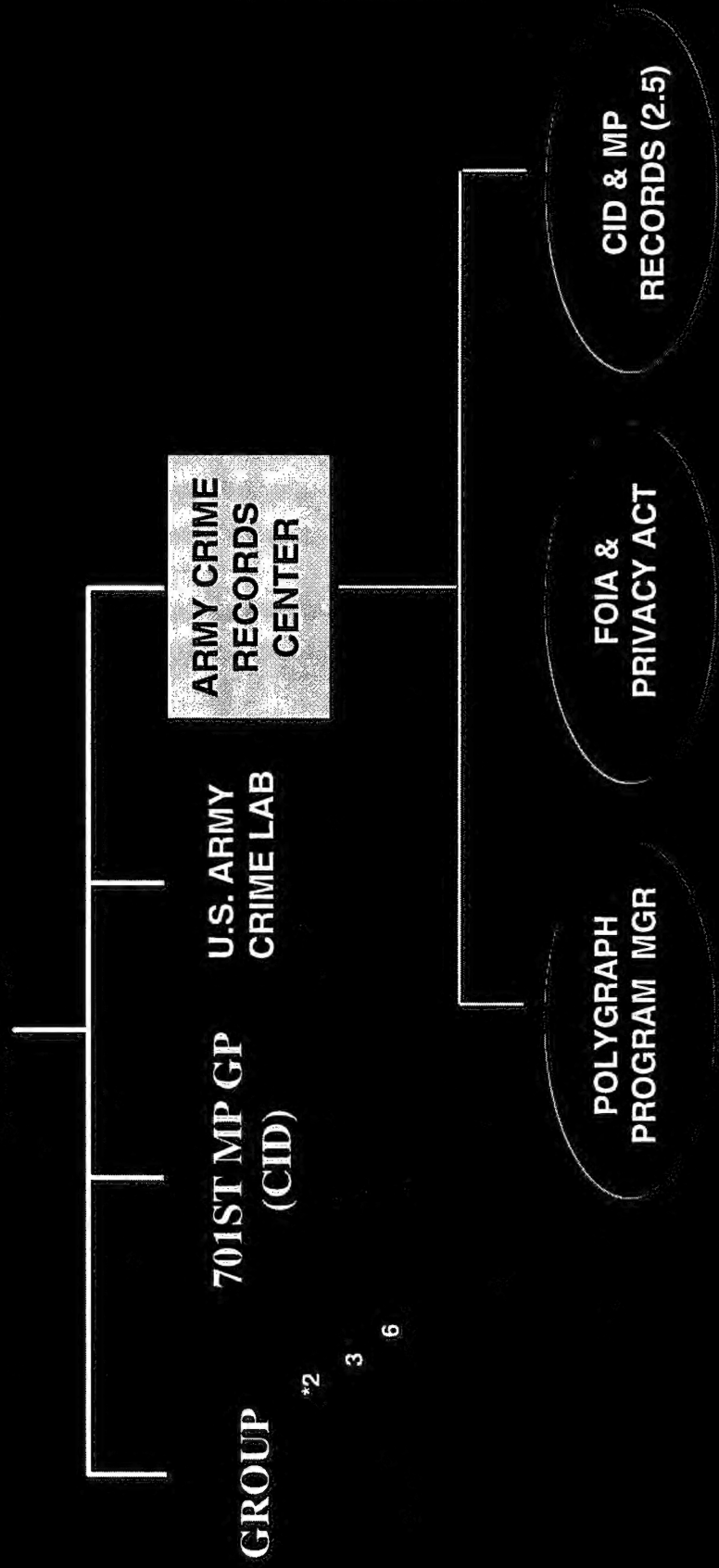


USACIDC ORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

HQ
USACIDC



* Proposed



ARMY CRIME RECORDS CENTER

CID XXI

21ST CENTURY AND BEYOND

MISSIONS

MANAGE ARMY CRIME RECORDS AND CRIMINAL INTELLIGENCE DATABASE

- INTERACTIVE CRIME RECORDS AND CRIMINAL INTELLIGENCE DATABASE
- 24 HOUR A DAY OPERATIONS - WORLDWIDE ACCESSIBILITY
- CRIMINAL INTELLIGENCE FUNCTIONS FOR U.S. AND ALLIED LAW ENFORCEMENT AGENCIES
- ARMY'S FREEDOM OF INFORMATION ACT AND PRIVACY ACT PROGRAMS FOR CRIMINAL INVESTIGATION RECORDS
- ARMY'S CRIMINAL POLYGRAPH PROGRAM
- RECORDS SCREENING PROCESS

CRC AUTHORIZATIONS

Military: 2 Civilians: 49



ARMY CRIME RECORDS CENTER FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

**OUTSOURCING THE ARMY CRIME RECORDS CENTER IS
NOT IN THE BEST INTEREST OF THE ARMY**

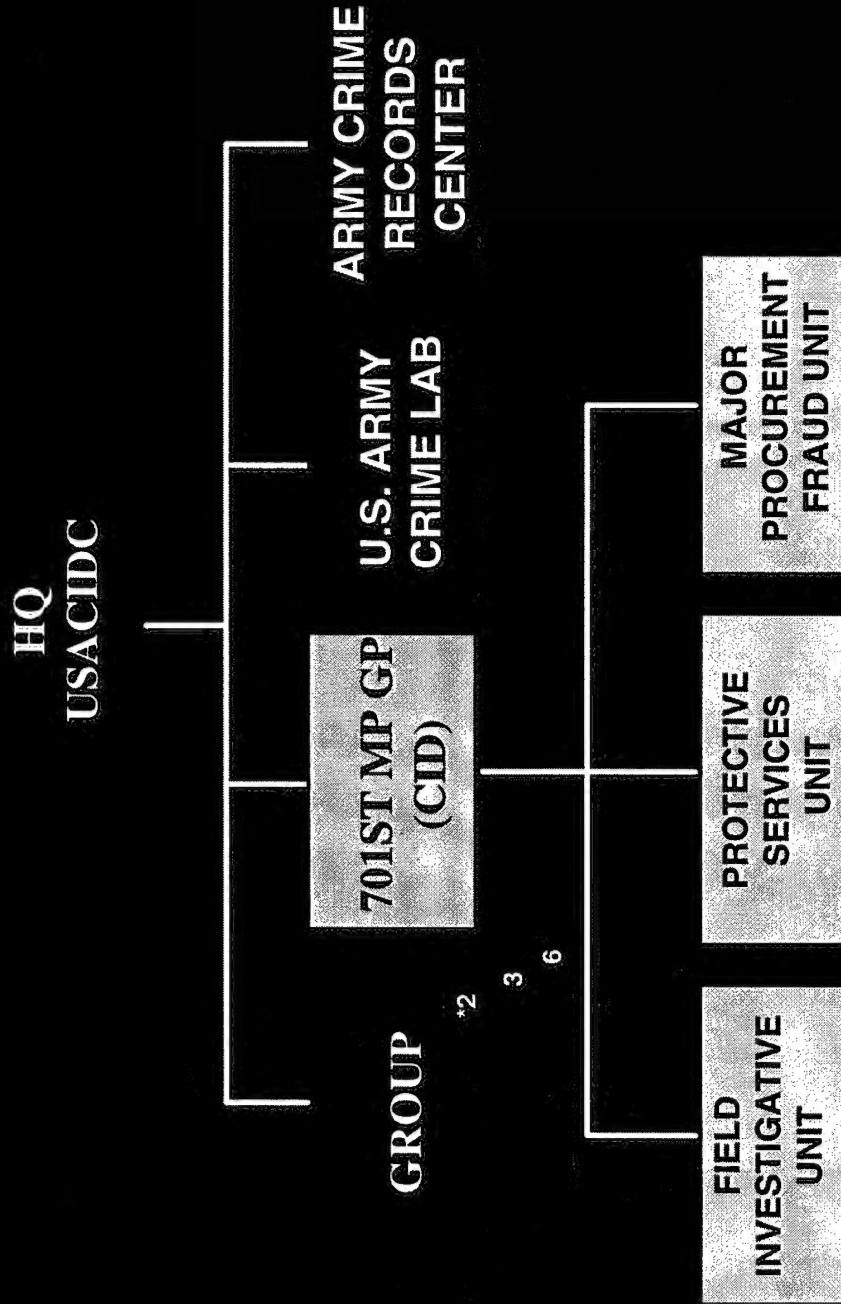
- ✓ CONSTANTLY RE-ENGINEERED FOR OPTIMAL EFFICIENCY
- ✓ CONSOLIDATION WITH OTHER RECORDS CENTERS NOT VIABLE / NO COST SAVINGS
- ✓ OUTSOURCING INCREASES SECURITY RISK
- ✓ NO FEDERAL LAW ENFORCEMENT AGENCY OUTSOURCES CRIMINAL RECORDS
- ✓ DECISION - USACRC REMAINS INTACT



701st MP GROUP (CID)

CID XXI

21ST CENTURY AND BEYOND



* Proposed



FIELD INVESTIGATIVE UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

CONDUCT SENSITIVE AND CLASSIFIED INVESTIGATIONS

- CREATED IN 1984 AS A TASK FORCE AS DIRECTED BY CSA
- UNIQUE AND ESSENTIAL CAPABILITY

FIU AUTHORIZATIONS

Military: 10 Civilians: 4



FIU FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

**NEITHER OUTSOURCING NOR CIVILIANIZATION
OF THE FIU IS IN THE BEST INTEREST OF THE
ARMY**

- ✓ TITLE 10 FUNCTION
- ✓ ESSENTIAL FOR THE ARMY
- ✓ OPERATIONAL FLEXIBILITY
- ✓ CIVILIANS TOO RIGID
- ✓ DECISION - FIU REMAINS INTACT



PROTECTIVE SERVICES UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

PROTECTIVE SERVICE OPERATIONS

SECDEF

DEP SECDEF

CJCS

OTHER DIGNITARIES
AS DIRECTED

VICE CJCS

SEC ARMY

CS ARMY

ACTIVE COMPONENT
TDY MANDAYS

5,343

RESERVE COMPONENT
TDY MANDAYS

251

PSU AUTHORIZATIONS

Military: 35 Civilians: 1



PSU FUNCTIONAL ANALYSIS

CID XXI

21ST CENTURY AND BEYOND

**NEITHER OUTSOURCING NOR CIVILIANIZATION
OF PSU IS IN THE BEST INTEREST OF THE
ARMY**

- ✓ ACTIVE DUTY AND RESERVE COMPONENT INVESTIGATORS
- ✓ OUTSOURCING IS NOT A VIABLE OPTION
- ✓ CIVILIANS TOO RIGID
- ✓ ATTEMPTING TO OBTAIN 18 SPACES FROM OTHER SERVICES
- ✓ DECISION - PSU REMAINS INTACT



MAJOR PROCUREMENT FRAUD UNIT

CID XXI

21ST CENTURY AND BEYOND

MISSION

INVESTIGATE MAJOR FRAUD ARMY-WIDE

- PRESERVES SCARCE RESOURCES
- SAFETY
- PROTECTS THE DELIVERY OF ARMY GOODS & SERVICES
- VERY COST EFFECTIVE
 - RETURNS RESOURCES TO THE ARMY AND THE GOVERNMENT

MPFU AUTHORIZATIONS

Military: 0 Civilians: 106



PROCUREMENT FRAUD RECOVERIES

CID XXI

21ST CENTURY AND BEYOND

SINCE 1989

\$1.187 BILLION

LAST 12 MONTHS

ARMY - \$25 MILLION

TREASURY - \$190.1 MILLION

USACIDC TOTAL FY95 BUDGET: \$39 MILLION



AGENDA

CID XXI

21ST CENTURY AND BEYOND

BACKGROUND

PROCESS

ANALYSIS

★ ALTERNATIVES

SUMMARY



ALTERNATIVE # 1 SIGNIFICANTLY SMALLER

CID XXI

21ST CENTURY AND BEYOND

RELINQUISH THE MAJOR PROCUREMENT FRAUD MISSION

- The Department of Defense Inspector General Assumes the Army Major Procurement Fraud Investigative Function

SAFETY

Returned
\$1.187 Billion
to the DoD
since 1989

Returned
\$25 Million
to the Army
since May 1995

COST IMPACT
106 Civilian positions
\$8.2 Million



ALTERNATIVE # 1 SIGNIFICANTLY SMALLER

CID XXI

21ST CENTURY AND BEYOND

ADVANTAGES

- ☒ Results in a 15% reduction in the CID XXI TDA

NOTE:

- The 1995 DoD Advisory Board recommended consolidation of all DoD Major Procurement Fraud
- No Army savings - budget & spaces transferred to the DoDIG

DISADVANTAGES

- ☒ Eliminates the SECARMY & CSA ability to investigate Major Procurement Fraud
- ☒ Counters DEPSECDEF position on MPFU
- ☒ Counters Army position on support to the procurement fraud mission
- ☒ Revisits issue of Army commitment to fight procurement fraud
- ☒ Breaks Force XXI Principle
 - MPFU mission is a substantial component of LOGSEC
 - Eliminates the Army's ability to investigate fraud in all environments
- ☒ Removes safety concerns as basis for corporate investigations



ALTERNATIVE # 2 REORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

ASSUME ALL ARMY CRIMINAL
INVESTIGATIVE AUTHORIZATIONS
AND POLICY FUNCTIONS

- MPI to CID
- Re-structure USACIDC investigative mission

MPI AUTH	
FY 97	
TDA	358
TOE	<u>477</u>
TOTAL	835



ALTERNATIVE # 2 REORGANIZATION

CID XXI

21ST CENTURY AND BEYOND

ADVANTAGES

- ☒ Establishes one investigative standard
- ☒ Centralizes the span of control
- ☒ Consolidates Title 10 Investigative Functions

DISADVANTAGES

- ☒ Supported commanders lose flexibility in use of criminal investigative assets
- ☒ Eliminates tiered response capability
- ☒ Dilutes focus of CID



ALTERNATIVE # 3 DEALER'S CHOICE

CID XXI

21ST CENTURY AND BEYOND

ORGANIZE FOR EXCELLENCE

- HQ staff functions directly support CID worldwide operations
- Complete conversion to CID XXI force
- Analysis did not identify redundant functions
 - ✓ RESERVE AFFAIRS OFFICE
 - ✓ PUBLIC AFFAIRS OFFICE
 - ✓ STAFF JUDGE ADVOCATE
 - ✓ INSPECTOR GENERAL
 - ✓ STAFF ENGINEER



ALTERNATIVE #3 DEALER'S CHOICE

CID XXI

21ST CENTURY AND BEYOND

ADVANTAGES

- ☒ Reiterates Army commitment to independent and objective criminal investigations
- ☒ More responsive, tailorable support to operations in all environments
- ☒ Ensures continued success of CID support to Army operations
- ☒ Minimizes Army restructuring impact on an already austere organization
- ☒ Maintains headquarters staff critical to the continuation of CID operations worldwide
- ☒ Preserves Army pre-eminence in military criminal investigations

DISADVANTAGES

- ☒ No savings



FUTURE RE-ENGINEERING

CID XXI

21ST CENTURY AND BEYOND

ADDITIONAL SPACES FOR MPFU

- DEPSECDEF DIRECTED IMPROVEMENT OF PROGRAM
- 48 INVESTIGATORS
- 8 SUPPORT PERSONNEL
- COST \$8.7M

NEW LABORATORY

- TECHNOLOGY LAG
- ACCREDITATION
- NEW LAB COST \$17M

UPGRADE AUTOMATION

- ACIRS
- DOD REQUIREMENT
- ELECTRONIC IMAGING



AGENDA

CID XXI

21ST CENTURY AND BEYOND

BACKGROUND

PROCESS

ANALYSIS

ALTERNATIVES

★ SUMMARY



SUMMARY

CID XXI

21ST CENTURY AND BEYOND

- ✓ (1) DIVEST MPFU - ARMY LOSES!
- ✓ (2) ASSUME MPI - COMMANDERS LOSE!
- ☞ (3) CID XXI - ALL WIN !



USACIDC INSTITUTIONAL FORCE

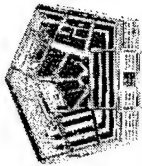
CID XXI

21ST CENTURY AND BEYOND

UNITED STATES ARMY CRIMINAL INVESTIGATION COMMAND



CONCLUSION

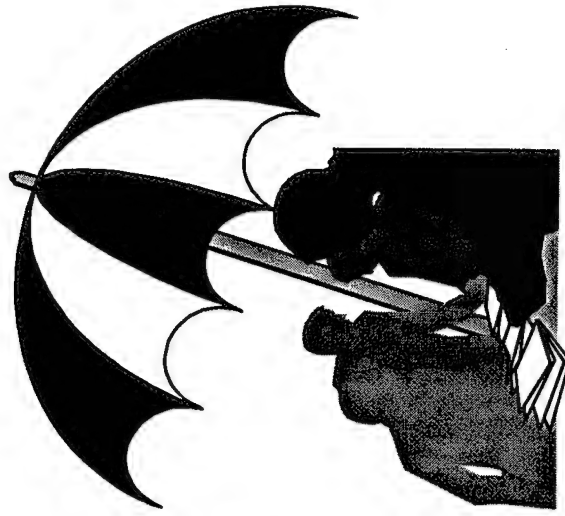
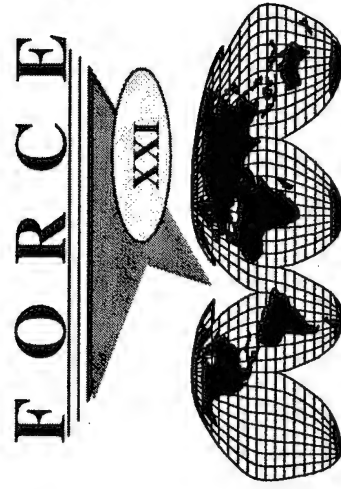


REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing for Vice Chief of Staff

*Security, Law Enforcement,
Criminal Investigation FAA*

14 August 1996



Purpose

This is an Information Briefing to set the stage for the Security/Law Enforcement/ Criminal Investigation FAA to be presented by the Commandant, Military Police School, and the Commander, U.S. Army Criminal Investigation Command, 19 August 1996.

The FAA combines an assessment of the Military Police Corps' capability to support the Force XXI Commander (Operational FAA) with MP and USACIDC reengineering to enhance the Institutional Army's ability to perform

Service Title 10 functions (Security/Law Enforcement/Criminal Investigation FAA).

Agenda

- Background—organizations, issues, costs
- Corrections
- Provost Marshal General
- BASOPS FAA
- USACIDC Headquarters staffing
- Recommendations

Background

Organization, Issues, Costs

DA PAM 100-XX Concepts for Criminal Investigation and Law Enforcement

- **Criminal Investigation:** requires absolute objectivity and integrity both in the manner in which it is accomplished, and in the institutional oversight it receives. There is no apparent justification, however, for a separate command...conceptually, as a FOA of HQDA, the investigatory mission and oversight would remain the same.
- **Law Enforcement:** conceptually, the continued use of military police in law enforcement and in performing the installation security role should be discontinued...installation security should be deferred to contract guards and security services....

Security/Law Enforcement/Criminal Investigation Umbrella Issues

Issue	Status
1. Consolidation of law enforcement and criminal investigation	CID FAA
2. Divestiture of long-term corrections	MP FAA
3. A GO at HQDA for law enforcement policy	MP FAA
4. CONUS installation police support	combined in MP FAA
5. Physical security as a MP function	
6. CONUS installation MP Traffic functions	
7. Federal, state, local police organization information exchange	CID FAA
8. CIDC special relationship	not directly addressed

Security/Law Enforcement/Criminal Investigation

Other FAA Issues

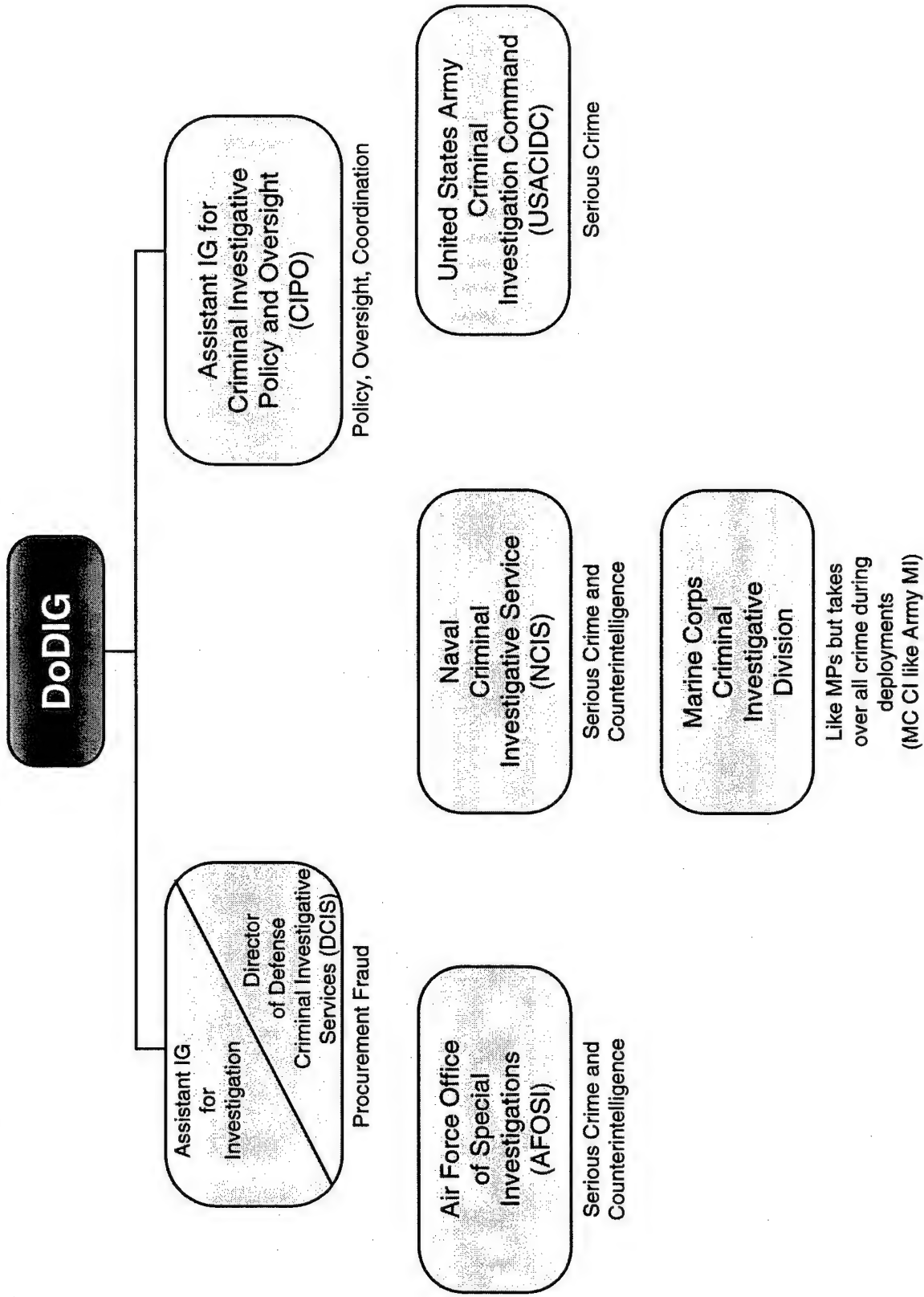
Issue	Savings
1. MP School Eclectic Approach–Dealer’s Choice <ul style="list-style-type: none">– eliminates remaining vehicle registration, AWOL apprehension, crime prevention, gate guard positions (FY98)– reorganizes USDB (FY00)– converts TDA to TOE (FY97-00) (1874 authorizations)– civilianizes law enforcement, physical security, hospital security, traffic management, game warden positions (FY01) 700 positions.	16 mil/43 civ 330 mil/34 civ

Umbrella Team–concur with TDA to TOE conversions but equip bill could be large; defer remaining issues. ACSIM tasked to develop BASOPS service standards, priorities and policies—a first step before additional changes. USDB should be studies for potential outsourcing.

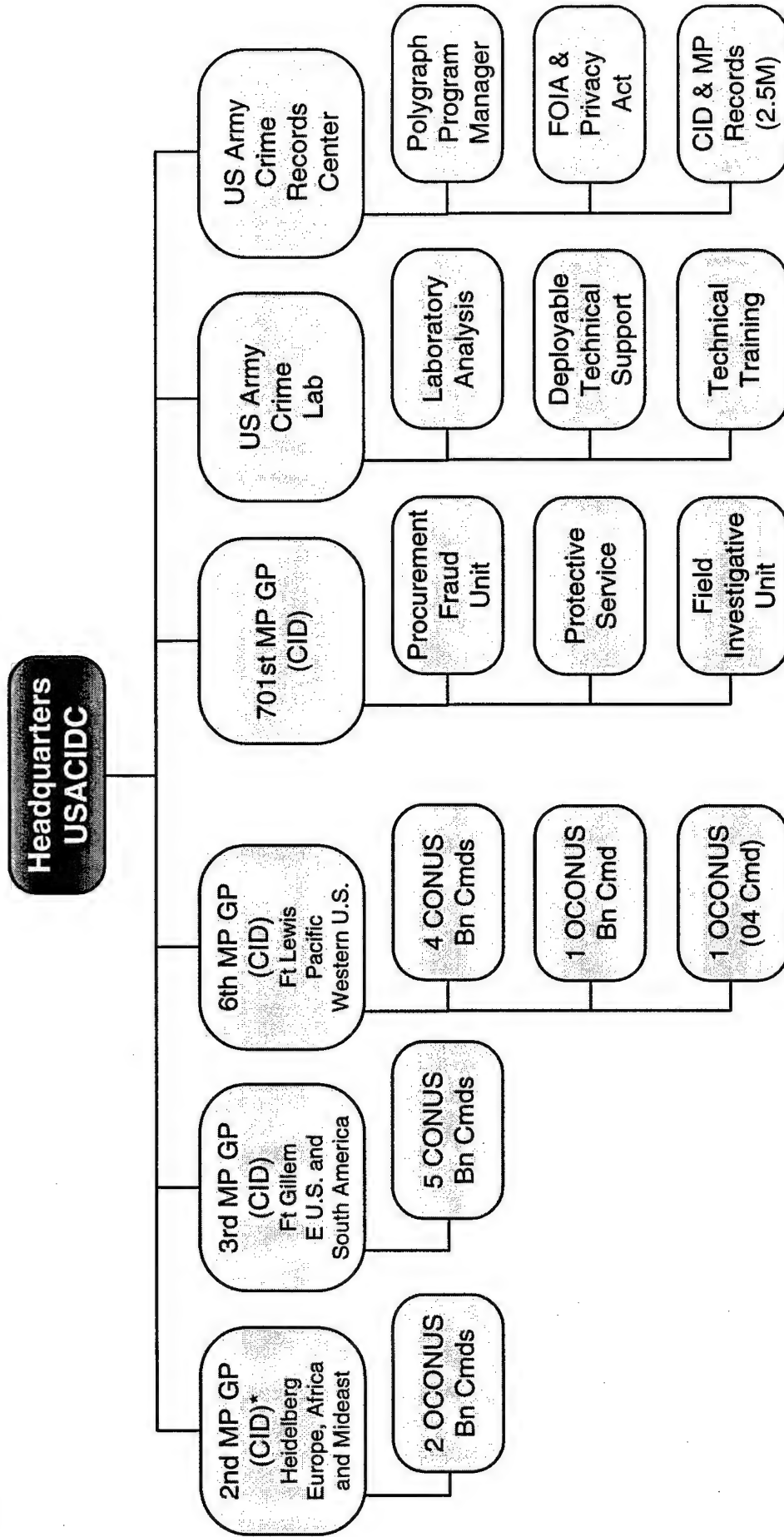
2. CID option—consider divesting procurement fraud mission to DCIS (a recommendation of the ‘94 OSD study on investigative capability) –transfer 106 civilian positions—USA CIDC recommendation is to retain.

Umbrella Team–concur; Army leadership would be unable to set investigation priorities especially for those small cases with high Army impact as safety or systems readiness.

Defense Criminal Investigative Organizations

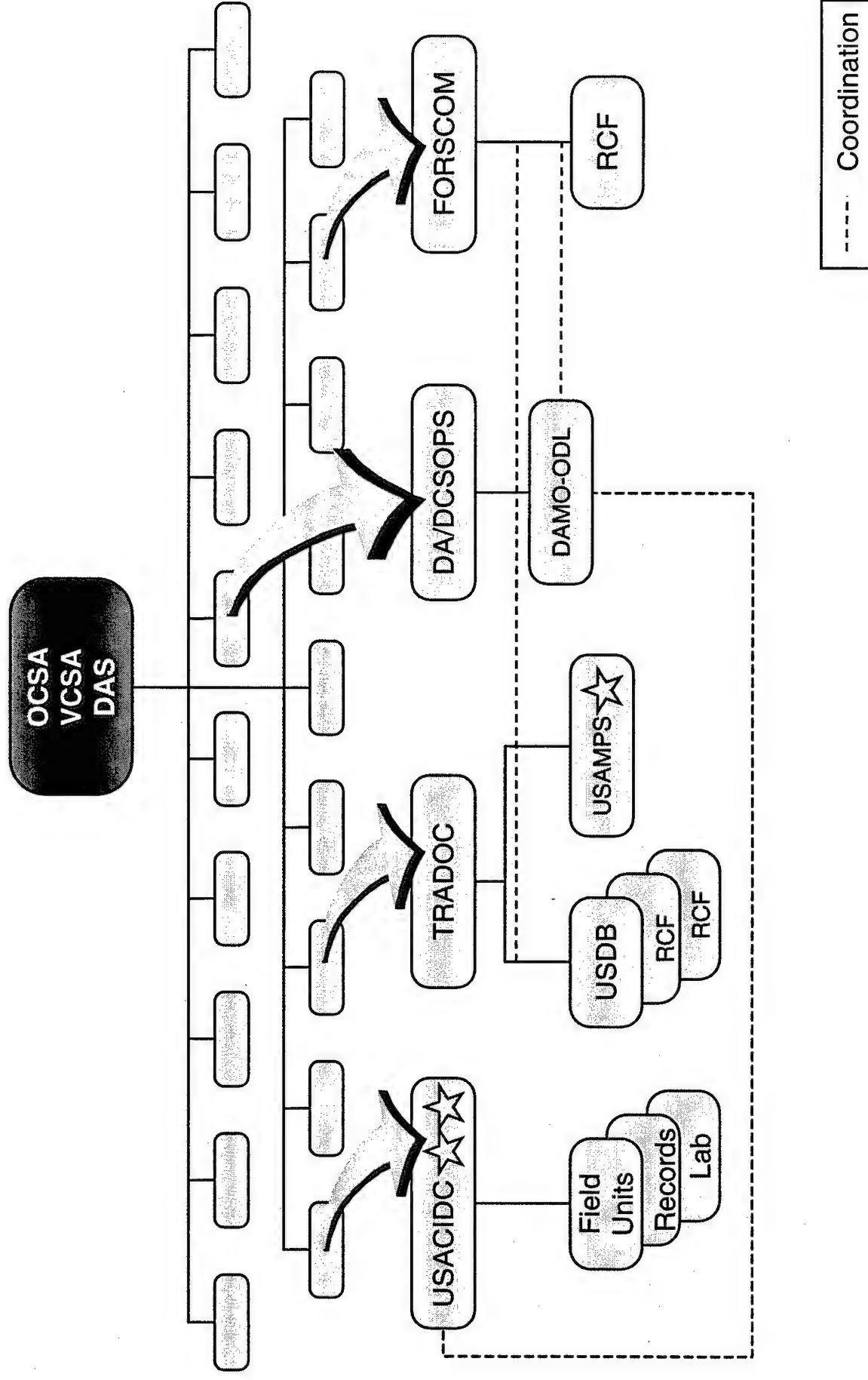


CID Organization

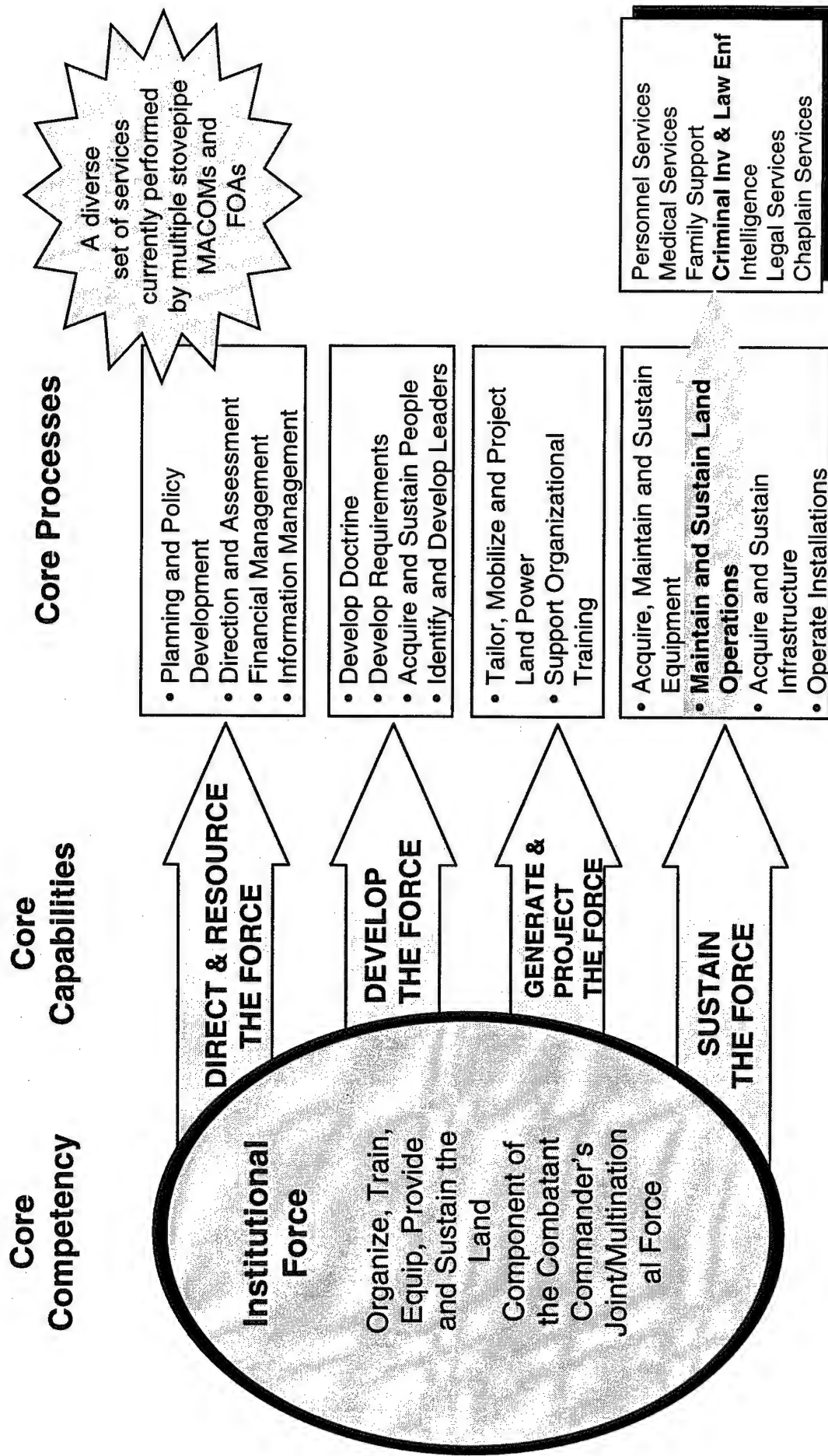


*Proposed

The "AS IS" Military Police Organization



DA PAM 100-XX Competency Trace



Core Competency

Sustaining the Force by providing military police force protection, populace/movement control and criminal investigative support to Army commanders across all states of the strategic environment.

Core Capabilities

Operational

1. Maneuver and mobility support operations
2. Area security
3. Internment/resettlement operations
4. Law and order operations
5. Independent criminal investigations

Institutional

1. Traffic management operations
2. Physical security
3. Corrections
4. Law enforcement
5. Independent criminal investigations

The Military Police Structure

Operational Force FY96

	OFF	WO	EN	Total
COMPO 1	581	236	10146	10963
COMPO 2	722	40	12934	13696
COMPO 3	743	157	6445	<u>7345</u>
				32004

Institutional Force FY96

All TDA (military)

6312

Total Military

38316

TDA % Total Force

16%

TDA % Active

37%

Law Enforcement Costs - FY96

Category	Personnel (mil/civ/total)	\$ (millions) ^A (personnel, tng, BASOPS, other)
TDA Law Enforcement (CONUS)	3091/1027/4118	233
TDA Law Enforcement (OCONUS) ^B	1751/1351/3102	112
TDA Law Enforcement (NG and RC)	0/106/106	35
Confinement (CONUS & OCONUS)	1363/133/1469	70 ^C
CID ^D (TDA and TOE)	<u>1032/519/1551</u>	<u>91</u>
Totals	7237/3136/10373	\$541

- A Excludes MDEP XMGH staffing at DA, MACOM, etc. Source: ODL
- B OCONUS includes USAREUR, USARSO, EUSA, USARPAC, EUCOM.
- C Total confinement costs of \$78 million offset by \$8 million assuming prisoner generated welfare funds offset need for appropriated funds and locally used prisoner labor offsets BASOPS—per USAA August 1993 audit. Source: ODL
- D CID portions of FY96 MDEPs FPDQ, PAMP, PAOT, QBOS, VTER, VXOI, WIAC, XCID

Relationship to Other FAAs

Installation Management (BASOPS) FAA Service Delivery Method Recommendations	Umbrella Team Assessment
Law Enforcement Services: contract out	defer
Security Program Support: government in nature	defer
Criminal Law Service: government in nature	agree
Correctional Custody Service: no change	disagree

Law Enforcement service involve police powers—an Army leadership and control issue; just like in the Pentagon, security guards can be contracted out; correctional custody services require major relook. ACSIM should develop policy, standards, priorities for BASOPS functions before additional changes are made.

Intelligence/Law Enforcement Relations

TRADOC PAM 525-5:

These movements (nationalist movements based on religious, tribal, ethnic, historical, or territorial identity) can erode the power and legitimacy of states; in some cases, these movements are closely linked to criminal organizations.

The nonstate warrior poses a problem because he does not fight by the rules of conventional warfare: his targets are not force-oriented but are the political will of his opponents; his tactics include terrorism, ambushes, kidnapping, and criminal actions.

Relative to recent history, warfare is becoming less civilized...actions once regarded as criminal are accepted if performed by a state or an organized nonnation force.

Considerable, intersection exists between law enforcement and counterintelligence in the areas of espionage, terrorism, and low intensity conflict—especially in situations involving civil and political disturbances, peacekeeping and nation building.

Fusion of Police/Criminal Intelligence

TRADOC PAM 525-5 "A major challenge to intelligence analysis will lie in developing reliable, verifiable methodology for measuring nonnation forces' military capabilities. This is compounded by the profusion and mingling of criminal, as well as ethnic or subnationalist and supernationalist elements, within almost every nonnation force."

Force XXI Operations highlight the need for criminal intelligence operations—

- yet criminal intelligence and law and order stovepiped.
- no HQDA coordination point.
- USACIDC natural (and current) link to Federal, state, and local police organizations, as well as international bodies.

Establish Provost Marshal General as HQDA staff office focal point for criminal intelligence as well as law and order policy.

Corrections

Corrections

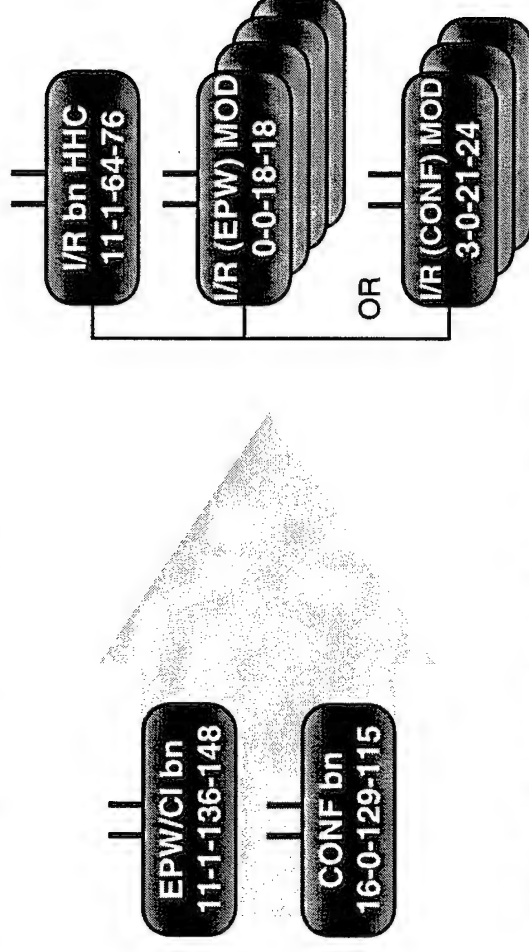
Alternative Service Delivery Methods

- Correctional Custody Service:
 - BASOPS FAA recommended no change—Army continue to operate.
 - MP Institutional FAA recommends retention—key link to good order and discipline.
- Another view—alternative:
 - correctional custody is a utility function which should be provided most efficiently if centrally managed.
 - oversight and control exercised by comparing rates (costs) to alternative public sector operations.
 - if rates are not or cannot be made competitive, transfer function to the competitive marketplace.

An activity not providing an appropriate quality service at
a competitive price goes out of business

Internment/Resettlement (I/R) Concept

- The Army has separate special-purpose units for U.S. Military prisoner confinement and EPW/CI internment. Both perform similar functions: shelter, sustain, guard, protect and account for personnel.
- IR concept is to redesign EPW and confinement TOE into one I/R Bn to support U.S. prisoners, EPW/CI and dislocated civilian operations across the full range of operations.



USDB not required for wartime surge—current confinement bn (RC) and future I/R Bn handle surge if required.

FY96 Corrections - Personnel and Costs

Location	USDB	Carson*	Knox	Lewis	Sill	Hood*	Alaska	Hawaii	Panama	Korea	Germany	Total
Personnel												
Mil Assigned	686	59	131	141	98	43	18	5	11	67	104	1363
Civ Assigned	100	0	6	9	4	0	0	0	0	2	12	133
Costs (\$1000s)												
Personnel	\$31242	\$2316	\$5361	\$6060	\$4068	\$1692	\$717	\$195	\$444	\$2702	\$4598	\$59395
Contracts	1398	71	111	187	117	29	37	84	71	61	220	2386
Equipment	348	18	28	47	29	7	9	21	18	15	56	596
Operations	9378	474	745	1257	781	193	249	560	474	408	1472	15991
Total	42366	2879	6245	7551	4995	1921	1012	860	1007	3186	6346	78368
Prisoners												
Capacity	1503	75	120	202	125	30	40	90	76	65	236	2562
End Strength	1103	75	120	123	88	21	3	6	2	12	35	1588
% Utilization	73	100	100	61	70	70	8	7	3	18	15	62
Cost/Prisoner/ Day	\$93	\$93	\$128	\$122	\$131	\$223	\$924	\$393	\$1379	\$727	\$497	\$120
Prisoner/Staff	1.4:1	1.3:1	0.9:1	0.8:1	0.9:1	0.5:1	0.2:1	1.2:1	0.2:1	0.2:1	0.3:1	1:1

*Carson and Hood facilities to close FY97

CONUS Cost/day = \$102

OCONUS Cost/day = \$586

Federal Bureau of Prisons Cost/day = \$50 - \$58 (1993); est 1996 \$63/day

Wackenhut Corrections Service: \$30-35/day estimate

Source: DAMO-ODL 5/23/96 and AAA report "Review of the U.S. Army Corrections System"

Corrections Bottom Line

- Force XXI law and order operations will emphasize internment/resettlement functions supporting peace enforcement, nation assistance, support to civil authorities and humanitarian assistance, and de-emphasize confinement.
- If required RC confinement units (and internment/resettlement units of the future) can provide wartime surge capability.
- USDB is expensive in both rate/day and military manpower (1:1 ratio of personnel to prisoners). OCONUS extraordinarily expensive.

Outsource USDB or divest to Federal Bureau of Prisons; convert CONUS pretrial facilities to I/R Bn and confinement modules; investigate alternatives to OCONUS operations—transport prisoners to CONUS or outsource or I/R Bn module.

Corrections Implementation Approach

- Outsource USDB—saves \$64K/day; \$23m/year plus returns 686 soldiers to higher priority assignments.
 - ☆ Consider private company to design new DB to maximize efficiency and keep costs in the \$30-35 range.
- Convert pre-trial facilities at Knox, Lewis, Sill to internment/resettlement bn.
 - confinement modules run facilities, Bn HQ to FORSCOM or TRADOC.
 - consider modules for Korea, Germany, Alaska and Hawaii if alternatives not feasible.

USDB outsourcing presents savings opportunity plus permits Army to posture itself for most likely Stability and Support Operations. IR Bn also retains a corrections warm base and prevents Army from being held hostage by private contractor.

Provost Marshal General

Office of the Provost Marshal General

Responsibilities:

Criminal intelligence operations

Law and order

EPW/internment/resettlement
operations

Liaison with Federal, state, and
international police agencies

Liaison with Federal Bureau of
Prisons (if corrections divested)

Criminal Investigations

Protective services

HQDA focal
point for police
and criminal
matters

Office of the Provost Marshal General

ARSTAF or Secretariat

- Centralizes policy and management of Army law enforcement. = either
- Provides law enforcement planning, criminal intelligence and operational support including internment/resettlement operations. = ARSTAF
- Focal point for criminal investigations. = SEC
- Liaison with Federal, state, international agencies and Federal Bureau of Prisons. = SEC
- Focal point for protective services. = SEC

Criminal Investigations and intelligence focus, with continuing and active liaison with FBI, DEA, Customs, Secret Service, supports Provost Marshal General in the Secretariat.

Provost Marshal General

Implementation Approach

- Dual-hat CG USA CIDC as Provost Marshal General.
 - in Secretariat to preserve independence (like IG) and permit direct access to SEC Army, CSA.
 - realign ODCSOPS ODL and MP operations agency (HQDA redesign downsized MPOA from 16 to 11 and merged with ODL) to PMG; consolidate police and criminal investigations policy, procedures, oversight, etc. ODL becomes PMG staff.
 - PMG focal point for criminal intelligence—links MPI, CID, FBI, DEA, Customs, ATF, other field agencies.

Provost Marshal General focal point from criminal intelligence and investigations—increasingly important in today's environment and on future battlefields with terrorists, ethnic and religious groups, gangs, other groups outside uniformed military organizations.

BASOPS FAA

Related Issues

BASOPS FAA Service Delivery Method Recommendations

Alternatives

- **Law Enforcement Services**
 - BASOPS FAA recommended contract out
 - some considerations:
 - demands Army-wide, broad-based perspective in management issues.
 - law enforcement benefits Army community as a whole, not individuals or single installations (Army Crime Trend Analysis, for example).
 - centralized funding permits Army leadership to set direction.
 - Army oversight and control issue.
- **Police powers remain an Army-wide leadership and control issue; some narrow activities as physical security and game wardens may be civilianized or possibly outsourced.**

BASOPS FAA Recommendations and MP Institutional FAA Proposals

- BASOPS FAA recommended HQDA issue service delivery method policy guidance for installation services along with developing service standards and QOL prioritization.
- MP Institutional FAA proposed elimination of 4 functions (vehicle registration, AWOL apprehension, crime prevention, gate guard—16 mil/43 civ spaces) and civilianization of additional functions (700 spaces).

Probably a great idea, but...defer until policy, standards, and prioritization developed by ACSIM and allow installation commanders to work the issues for their unique circumstances.

USACIDC

Headquarters Staffing

USACIDC HQ Comparison to Major Command and Notional Specialized Command Staffing

MAJOR	SPECIALIZED	USACIDC HQ
● Commander	●	✓
● Deputy Commander	●	✓
● IG	●	✓
● Chaplain	○	
● Auditor	○	✓ (2/2)
● C of S	●	✓
● SGS	○	✓ (1/1)
● RC Advisor	○	✓ (2/1)
● PA	○	✓ (6/4)
● JAG	○	✓ (8/7)
● Protocol	○	✓ (1/1)
● Historian	○	
● Surgeon	○	
● Internal Review	○	(Auditor)
● Safety	○	
● EEO	●	✓
● Engineer	○	✓ (1/1)
● Provost	○	
● MWR	○	
● Personnel	●	✓
● Logistics	●	✓
● Operations	●	✓
● Intelligence	○	✓ (15/14)
● Information Management	●	✓
● Contract	○	
● Resource Management	●	✓
		(36/31)

Legend:

○ = TBD
Req/Auth

HQUSACIDC Staff Unique Functions

- Auditor: absolute integrity of CID operations world-wide in all matters
- SGS: in five person Cof S office—C of S, Det CDR/protocol, Admin NCO, Auto Asst
- Reserve Affairs: reserve CID recruitment, training and retention; coordinate reserve CID support
- Public Affairs: world-wide responsibility
- JAG: wiretap request coordination, counterdrug operations, DODIG subpoenas, criminal investigation report amendment reviews
- Protocol: HQ Det CDR primary duty
- Engineer: CID-unique building requirements
- Intelligence: criminal intelligence and analysis

HQ USACIDC Staff Analysis

- Small staff focused on CID unique requirements and operations.
- ☆ Specialized knowledge, training/education, continuous working relationship essential for successful job performance.
- ☆ High potential impact on Army for subpar performance.
- Traditional staff sections/personnel NOT requiring specialized knowledge NOT required/authorized and NOT on TDA: chaplain, historian, surgeon, safety, Provost, MWR, contract.
- ☆ Matrix support appropriate for staff support.

HQ USACIDC staff reflects matrix support rather than organic staff when appropriate.

USA CIDC as a Separate Command

- World-wide focus, operations, and units.
- Command-to-command relationships during deployments.
- Command structure reinforces investigative independence.
- Command both executes policy (mission of a Field Operating Agency) and assists HQDA in formulating policy (rationale for a Staff Support Agency).

USA CIDC meets the definition of a specialized command: A unified command directly subordinate to HQDA with operational responsibilities for formulating and executing policies associated with its function.

Recommendations

- Outsource USDB; activate I/R Bn with confinement modules to run CONUS pre-trial facilities; investigate OCONUS alternatives.
- Reestablish Provost Marshal General in Secretariat and realign ODL.
- Defer recommendations impacting BASOPS until HQDA (ACSIM) develops policy, standards and prioritization of services.
- Retain USACIDC as a separate command with staff specialties as documented in current TDA. Dual-hat CIDC CG as Provost Marshal General.

THE UNITED STATES ARMY MEDICAL DEPARTMENT

*Supporting Soldiers
Into the 21st CENTURY...*



ARMY MEDICINE
CARING BEYOND THE CALL OF DUTY

**Presented to
VCSA and ASA(M&RA)**

The AMEDD Vision

**A World Class System for Total Quality
Health Care in Support of America's Army
at Home and Abroad ... Accessible to the
Total Army Family ... Accountable to
the American People.**



AMEDD FAA Objectives



Identify Unresolved Issues which could Impede Implementation of Requisite Structure

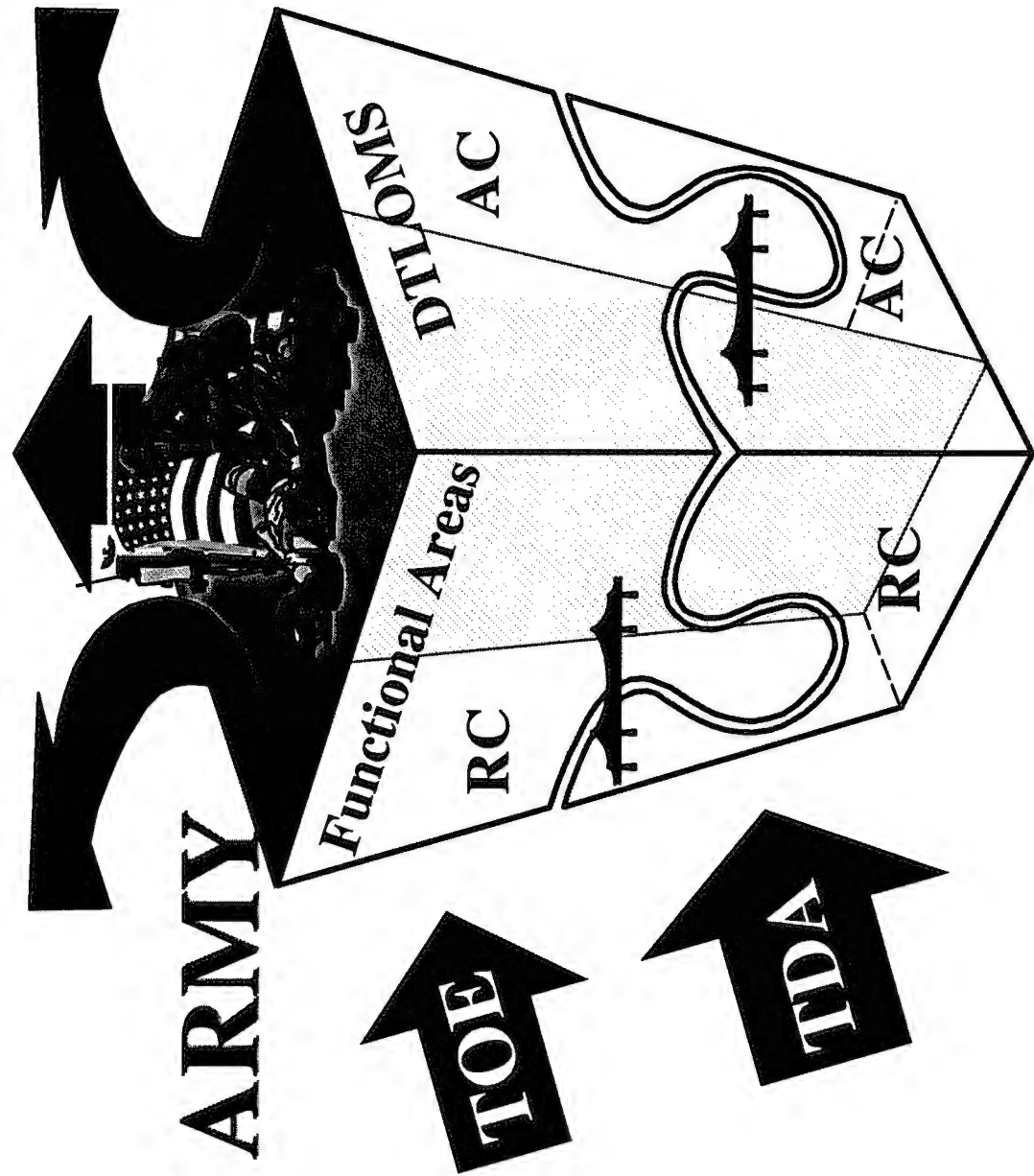
Redesign the Optimal Army Health Care Delivery System to Support Army XXI

Ensure a Ready, Modernized, Trained & Doctrinally Sound AMEDD Force

Explain the Impact / Shortfalls of the FY98-03 POM on the Restructuring of the AMEDD (All COMPOS)

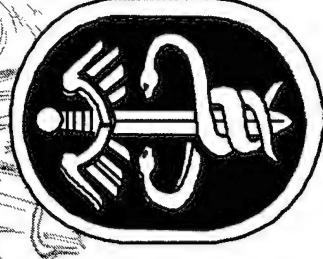
Total AMEDD

Full Spectrum of Contingencies



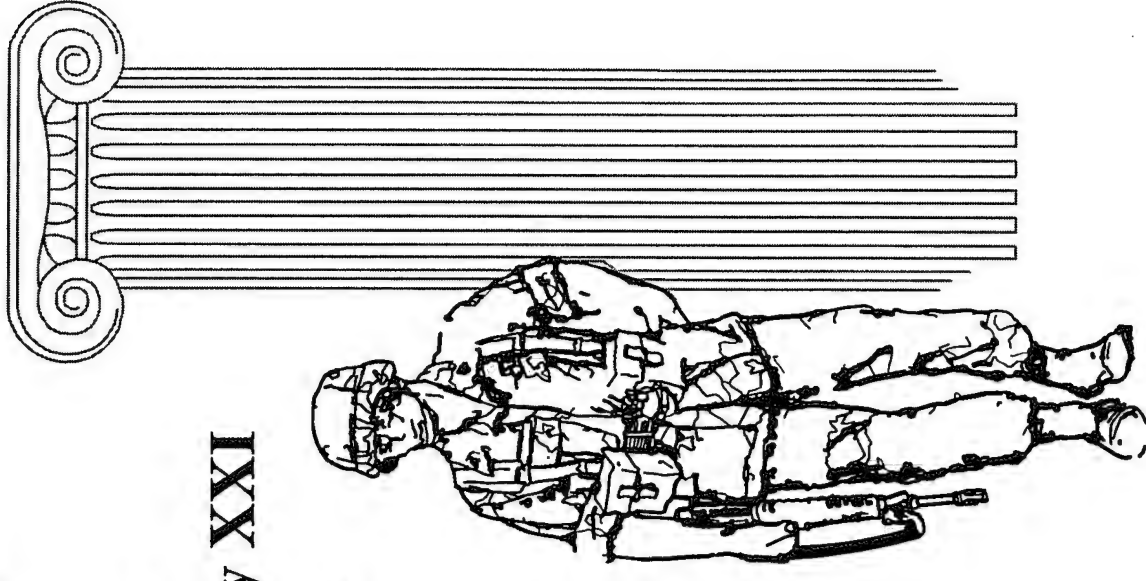
AMEDD FAA Assumptions

- Force will be 495K and TAA-03 Results will be used
- Expansion of TRICARE
- Continuing Emphasis RC
- Continued Emphasis on Privatization/Civilianization
- Stability & Support Operations (SSO) Missions will Increase
- Dollars Decline into Next Century
- Continued Emphasis on Joint and Multinational Forces Interoperability
- Continued High OPTEMPO for the AMEDD



FAA Study Principles

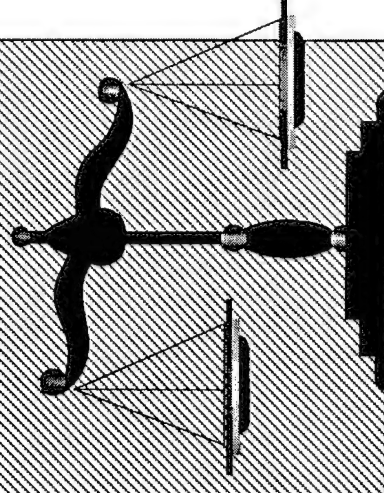
- Army Imperatives are Prime Consideration
- Organize to Support Medical Needs of Army XXI
- Consider Phase 1 and POM 98-03 Decisions
- Organize IAW Medical Core Capabilities
- Eliminate Redundancies
- Establish Clear Accountability & Authority
- Privatize/Civilianize when it makes Economic Sense



AMEDD Redesign Basis

Policy, Law, Directives

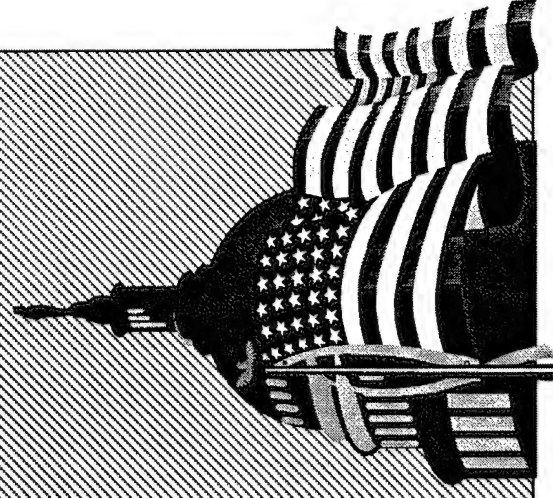
- United States Code
- Public Laws
- DOD Directive Instruction
- Joint Publications
- CINCs Needs
- Army Regulations
- Army Pamphlets
- MEDCOM Regulations
- MEDCOM Pamphlets
- State Practice Acts
- Mobilization Plans
- Memorandums of Understanding
- Custom/Tradition



AMEDD Redesign Basis

Other Government Agencies

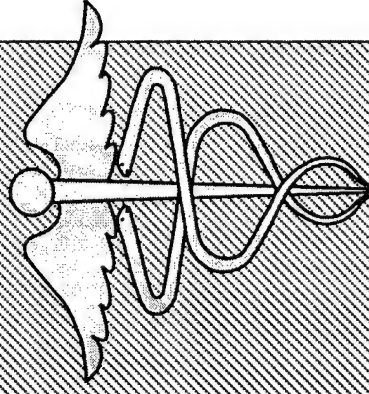
- National Institute for Occupational Safety & Health
- DOD/VA Resource Sharing Agreements
- Department of Transportation
- Centers for Disease Control and Prevention
- US Department of Agriculture
- OSHA
- Food and Drug Agency (FDA)
- Environmental Protection Agency
- National Disaster Management System
- Federal Emergency Management Agency
- National Institute of Health



AMEDD Redesign Basis

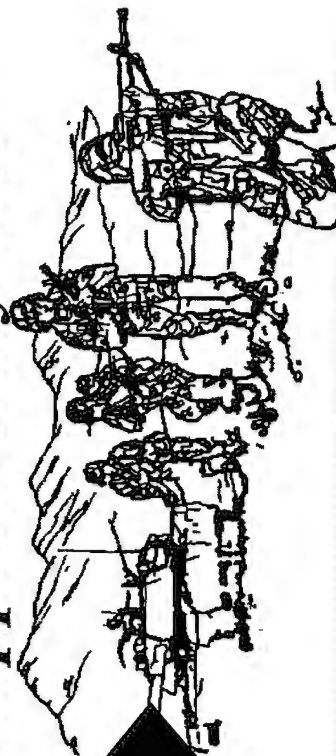
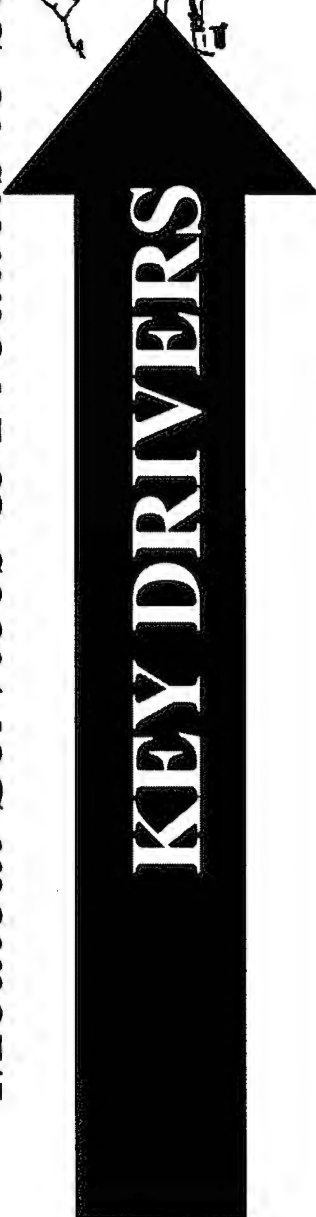
Accreditation & Governing Bodies

- American College of Surgeons (Tumor Registry)
- American Dietetic Association
- 25 Training Certification Bodies
- Universities
- Licensing Boards
- AMA, ANA, ADA, AVA, etc.
- National League for Nursing
- National Council for State Boards of Nursing
- American Association of Blood Banks
- National Accrediting Agency for Clinical Laboratory Science
- Accreditation Council for Continuing Medical Education (ACCME)
- Accreditation Council for Graduate Medical Education (ACGME)
- Joint Commission on the Accreditation of Health Care Organizations
- American Animal Hospital Association
- American Association for Accreditation of Laboratory Animal Care



Key Drivers *for*

Medical Services & Products to Support Army XXI



National Military Strategy
Joint Vision 2010
Force XXI Campaign Plan
CINCs Plans & Priorities
Army Modernization Plan
The Army Plan
AMEDD Vision
Defense Medical Program Planning Guidance (HA)

Army Vision 2010
TRICARE
Beneficiary Expectations
Customer Needs
TROA/NCOA/AARP

Key Enablers for Medical Services & Products to Support Army XXI



KEY ENABLERS

Quality Personnel

World Class System of Ed & Tng

Research, Development and Acquisition & Logistics to Protect the Force

Health Promotion/Disease Prevention Focus

Medical Reengineering Initiative

Leveraging Technology-i.e., Telemedicine, Personal Status Monitor

RC Integration

State-of-the-Art Equipment-i.e., UH60Q, AMEV, ATV, COMMO

Synergistic Matrix Organization

Train to MEETL Daily

Prime Vendor

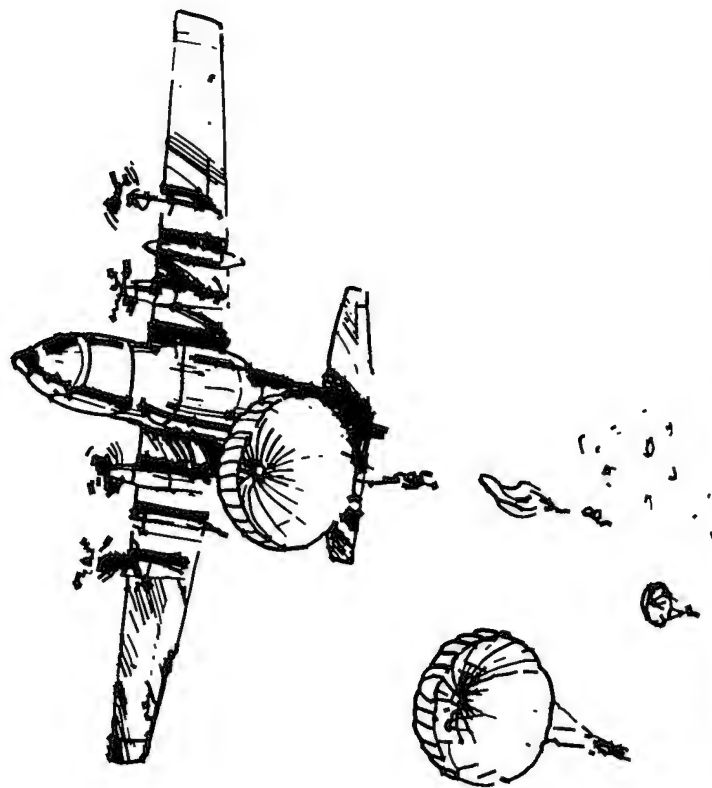
Medicare Subvention

Battle Lab Support Element

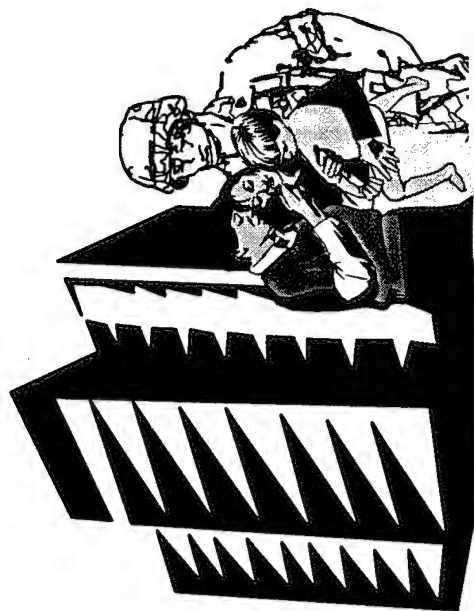
Pharmacoeconomic Center

Third Party Collection Program

AMEDD Accountabilities



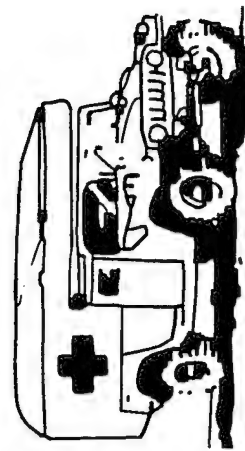
**Project a Healthy and
Protected Force**



**Manage the Care of Soldiers,
Their Families, and the
Extended Army Family**

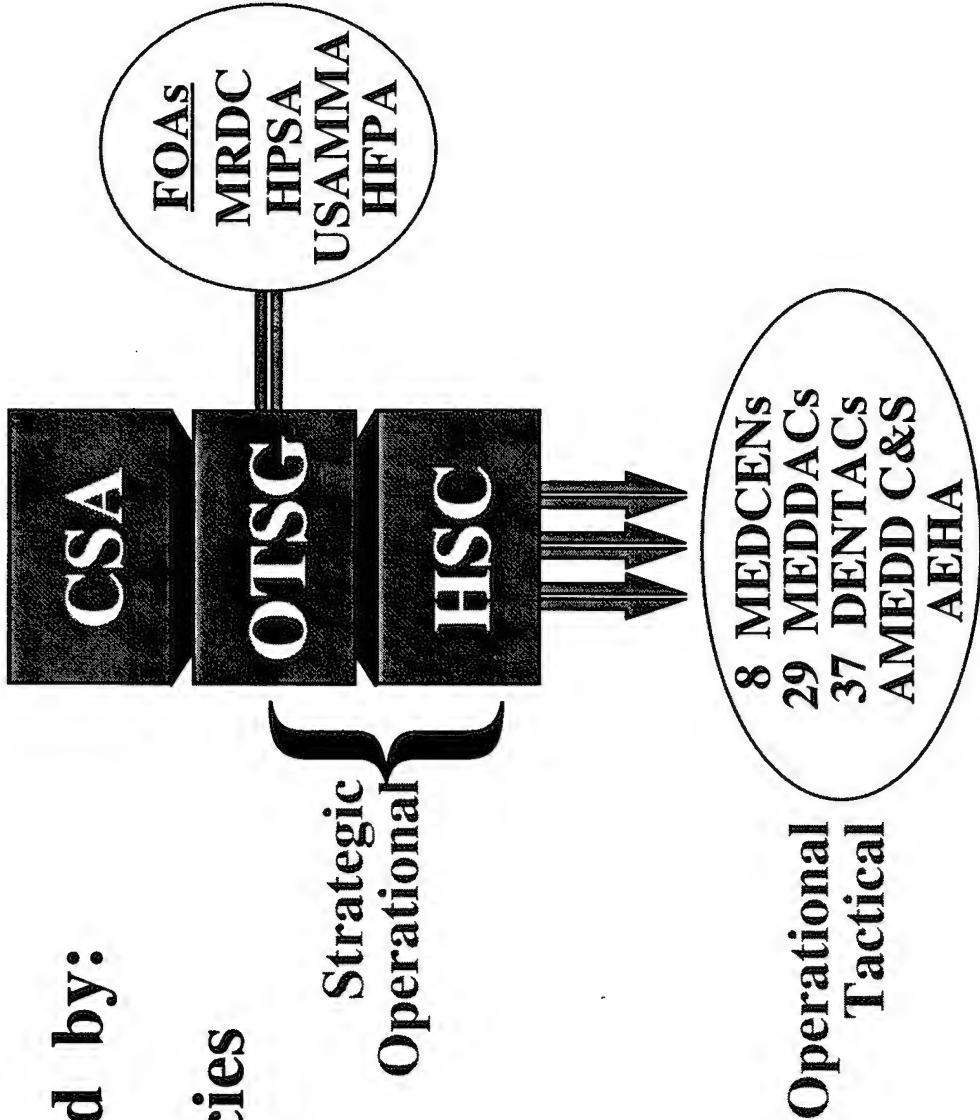


Deploy the Medical Force



AMEDD Reorganization Scheme

Characterized by:
-Overlap
-Inefficiencies
-Voids



AMEDD Command & Control Structure

Authorizations		
	1993	1997
OTSG	128	
HPSA	297	96
HSC	425	0
MEDCOM	420	407
	0	

TOTAL**845****503****-40%**

The AMEDD...

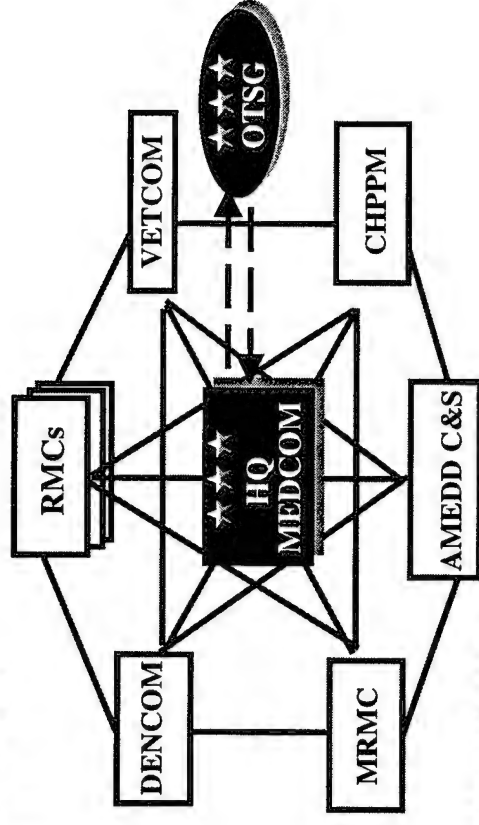
World's Best Military Health Service System Organized to Support Army XXI

• **Lean ARSTAF Element**

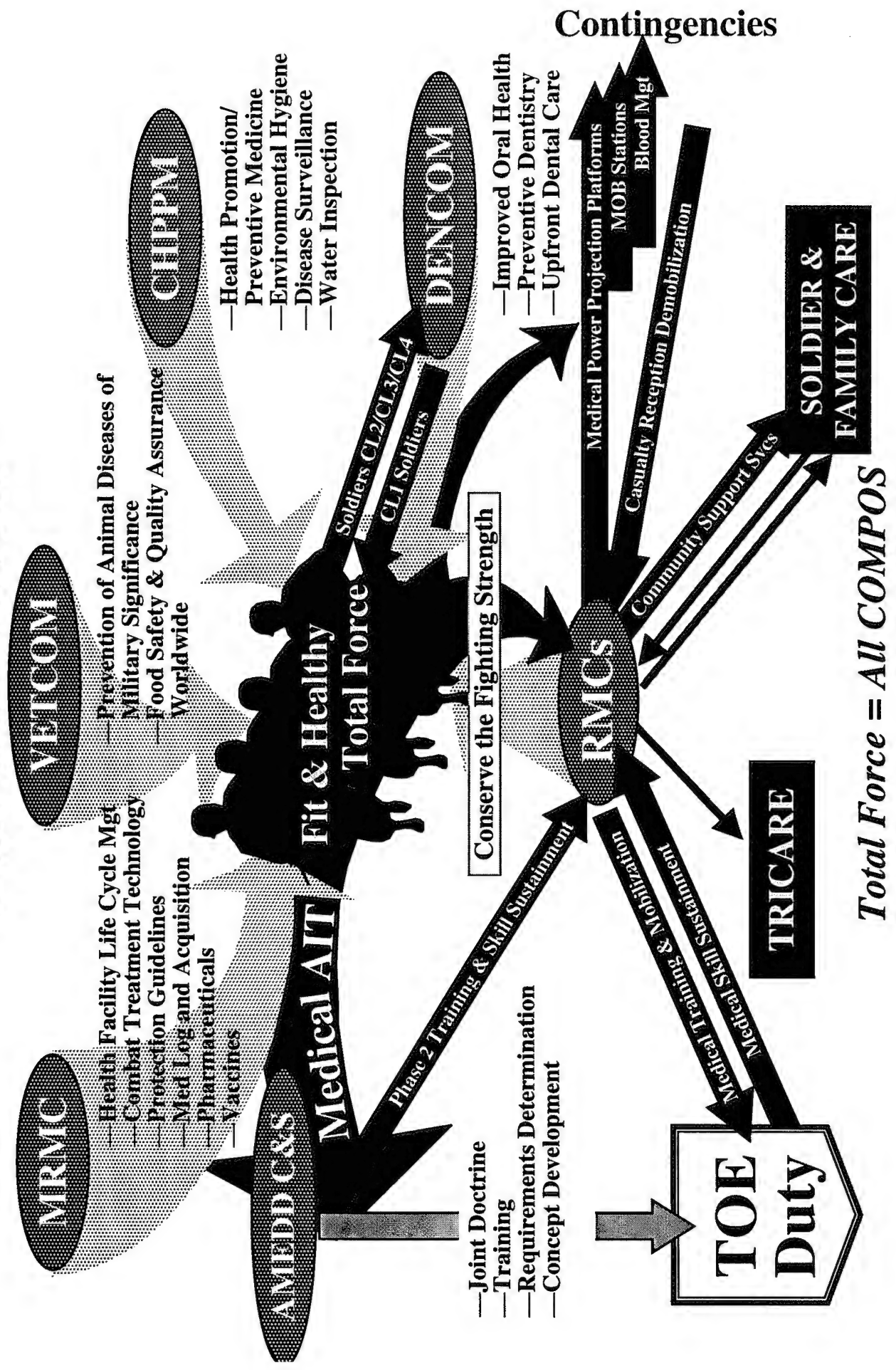
• **Readiness Focused Strategic Headquarters**

• **Subordinate Commands that:**

- Maintain Health of Soldiers and Family Members
- Ensure Medical Readiness of Deploying Forces
- Integrate TOE/TDA AC/RC Medical Unit Readiness
- Provide Dental Care
- Provide Veterinary Services
- Promote Health and Prevent Disease
- Conduct Medical Research, Development, Acquisition, and Logistics Activities
- Provide Medical Training and Education, Leader Development, Doctrine and Combat Development



Current Process



AMEDD Functional Areas

TOE

Hospitalization
Logistics
Preventive Med
Veterinary
C4I
Lab
Area Medical Support
Evacuation
Combat Stress
Dental

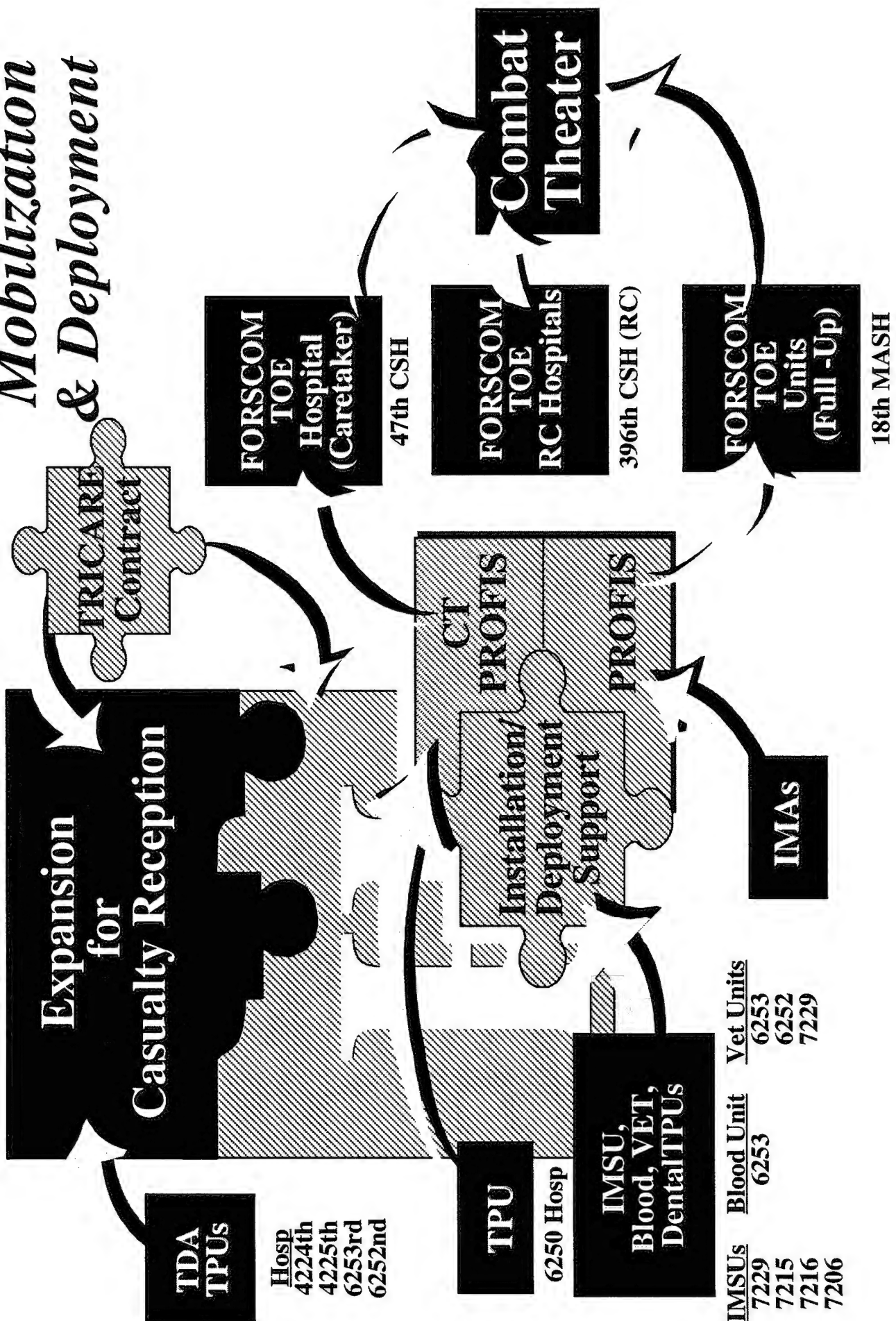
TDA

Patient Care
Acquisition & Log Mgt
Preventive Med
Vet Svcs
Info Mgt
Education & Training
Force Integration
Research & Development
Health Facilities
Life Cycle Mgt
Installation Mgt
RC Integration
C2

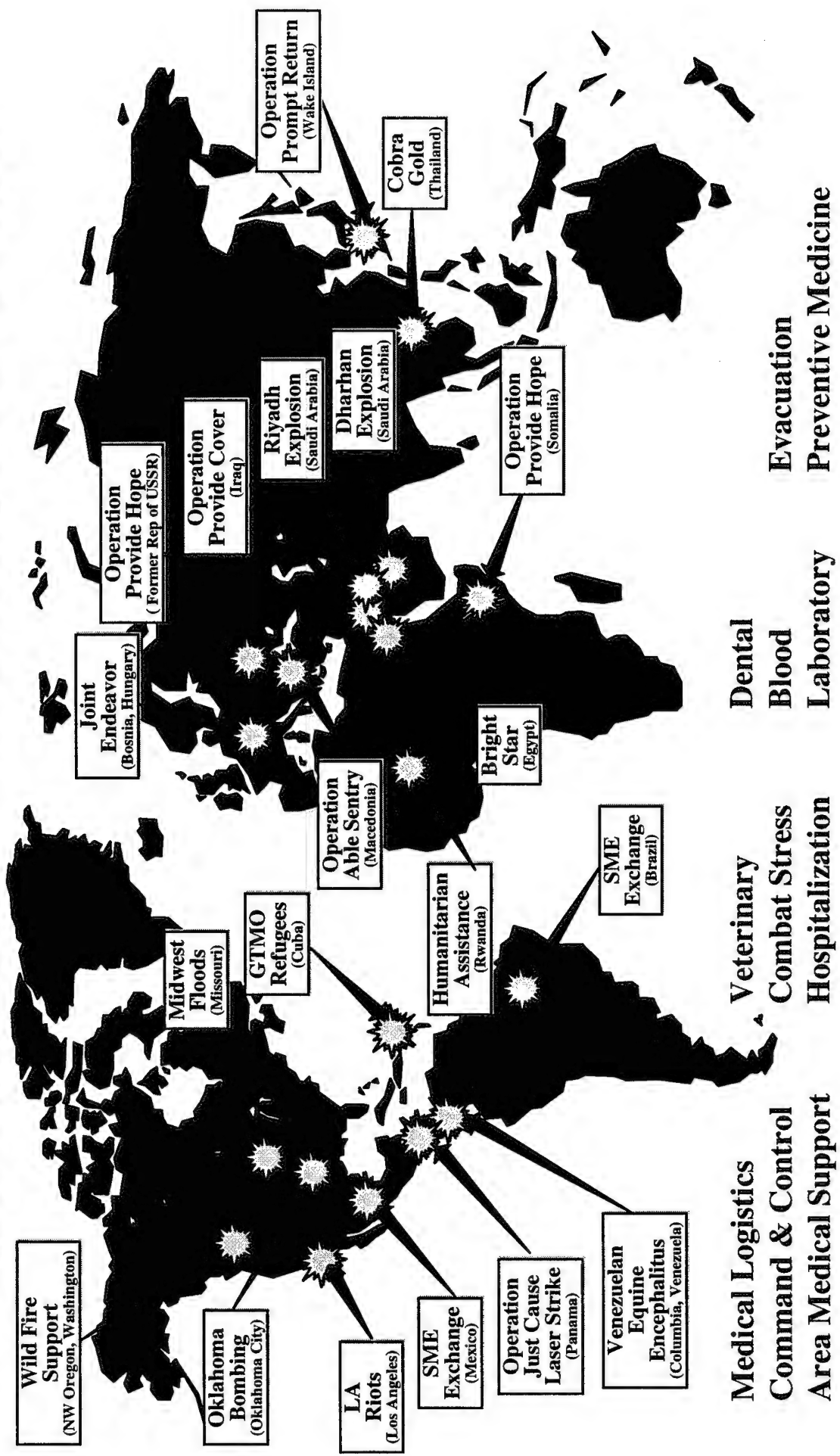
Fit & Healthy Soldiers
Prime Vendor
Disease Prevention
Food Inspection
Telemedicine
MPT
PROFIS
AC/RC Training
AC/RC Affiliation

NWRMC

Mobilization & Deployment

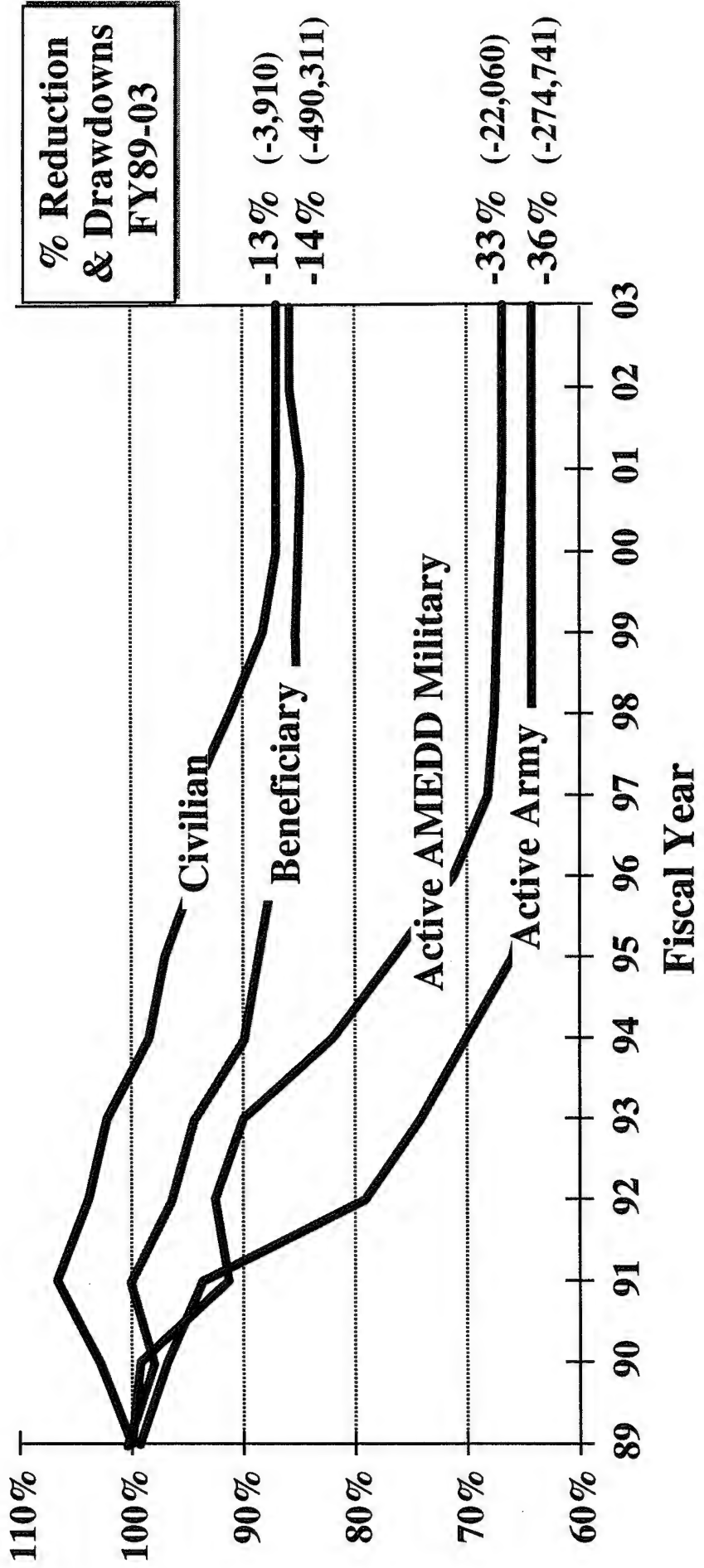


Supporting the Force Projection Army Projecting from CONUS, Europe and Pacific



Army Drawdown

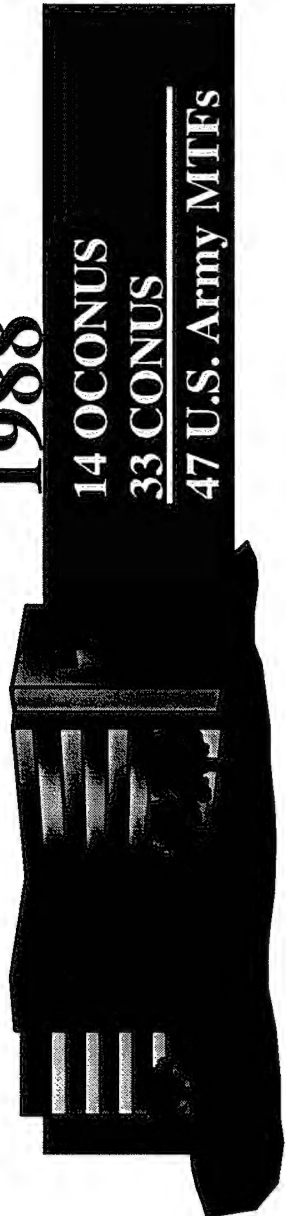
AC Army vs AC AMEDD Military & Civilian vs Beneficiary Population



Medical Treatment Facilities Infrastructure Reduction



1988



1995



1999



MEDCOM Resources

FY96=\$5.9B

Defense
Health
Program
"\$15 Billion"

5.5 Billion

6%--\$361.2 Million
(OMA, OPA, RDTE, RPA,
OMAR, Family Housing
Other

Army
DHP

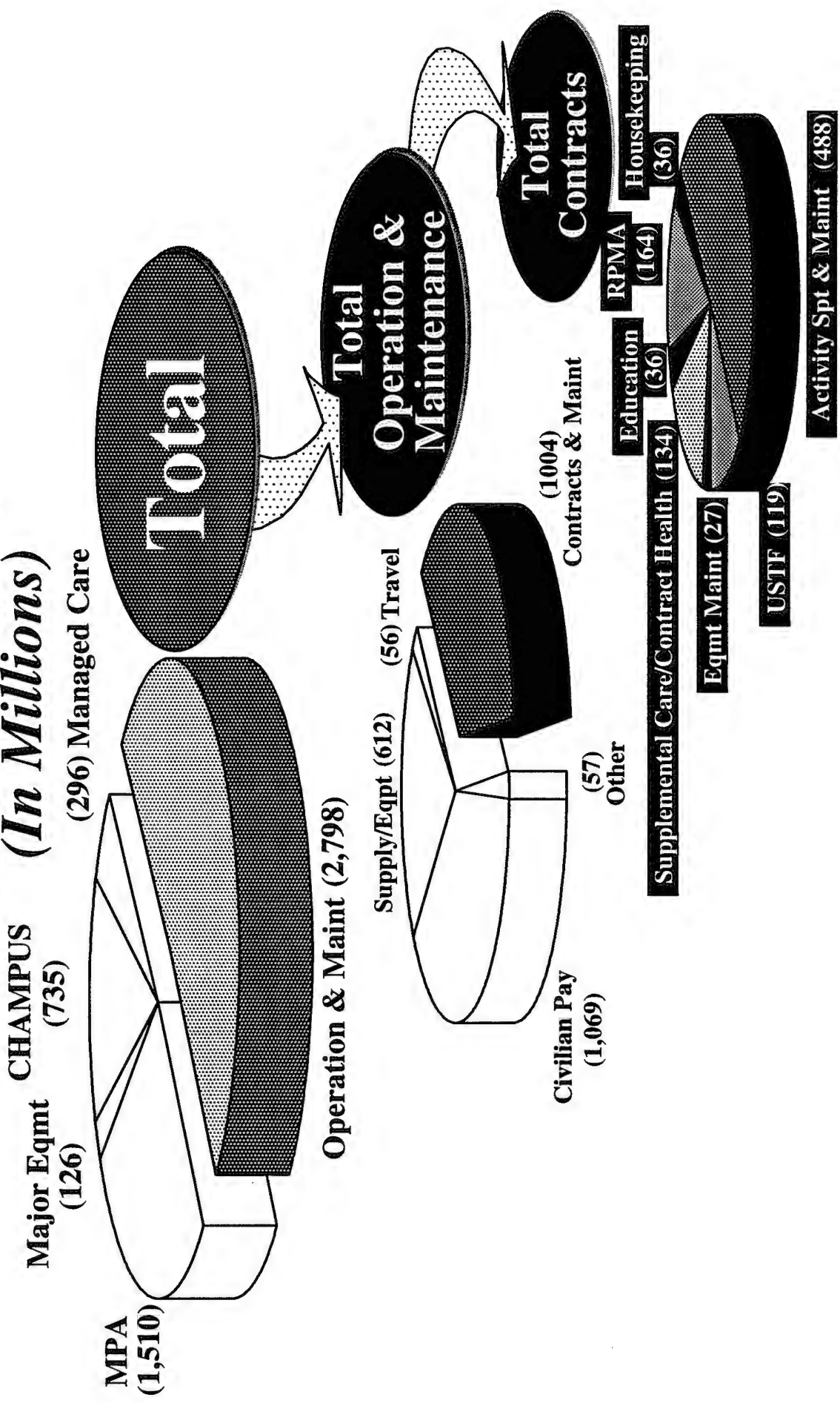
2.2%--\$134 Million
(Defense: FAP, RAP,
OPD, RDTE)

92%--\$5.465 Billion

FY96 Defense Health Program

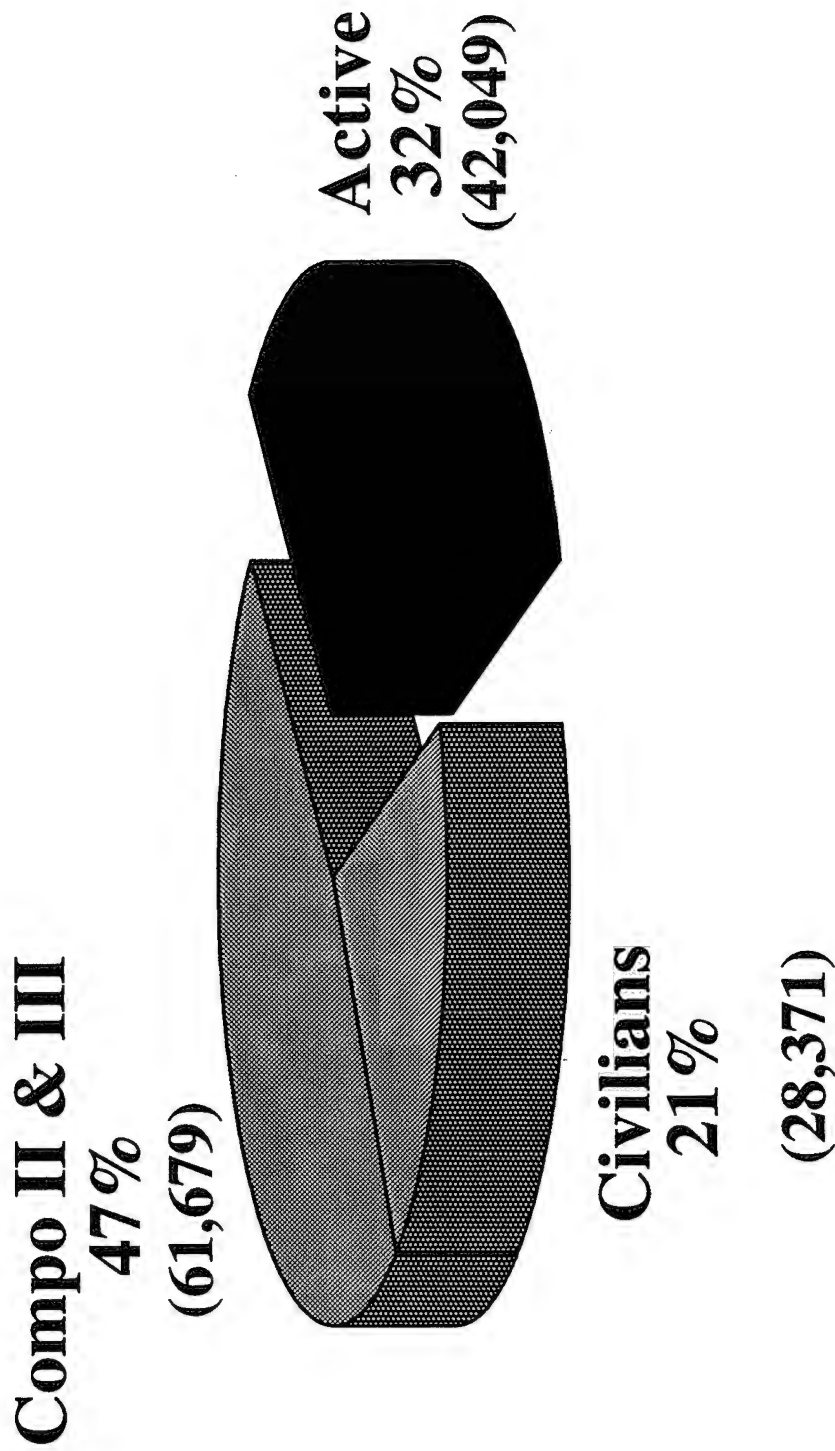
Army's Allocation

(In Millions)



AMEDD Total Force Composition

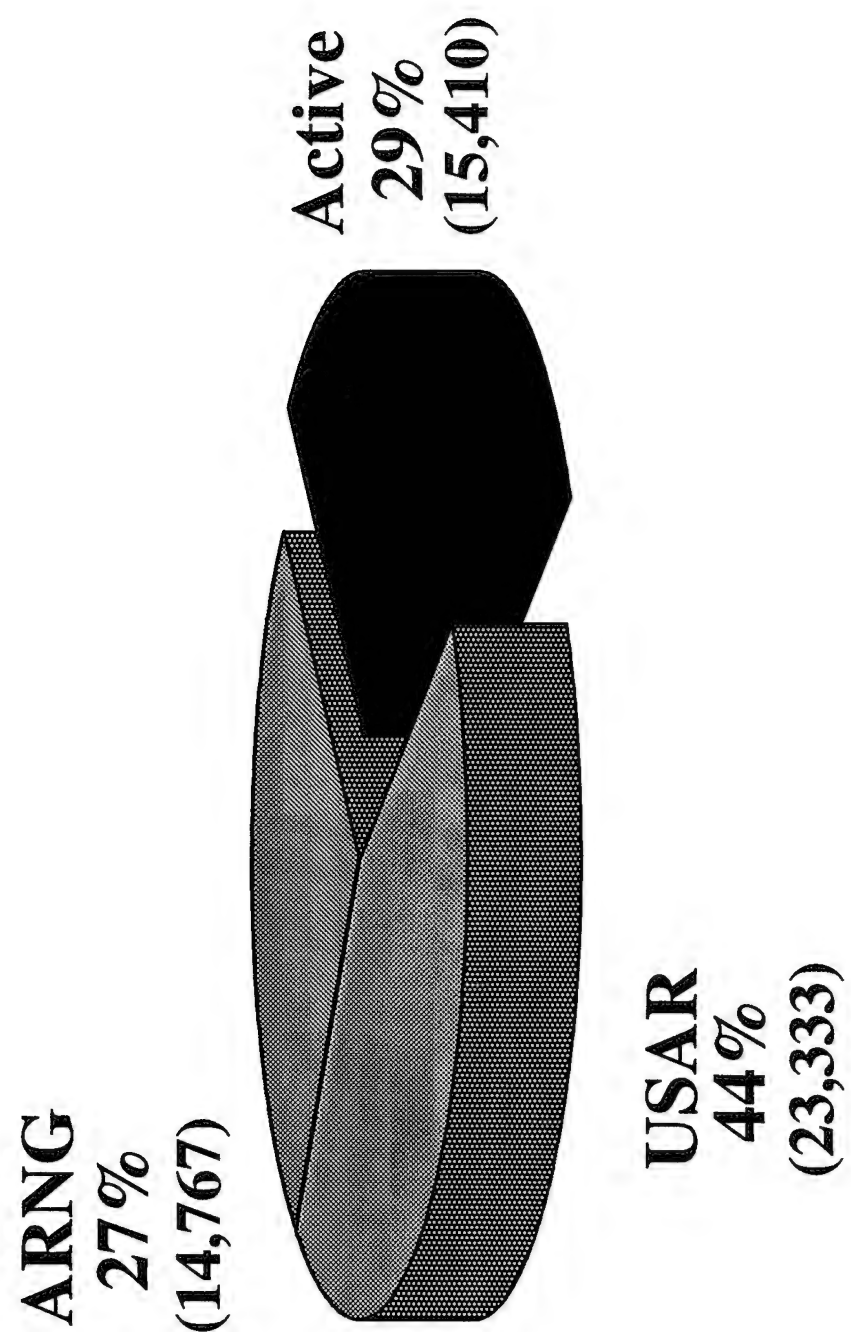
FY97 Authorizations



Source: PERSACS/TAADS/Force Builder
Note: Reflects Authorized Medical Structure, not BES

AMEDD TOE Force Composition

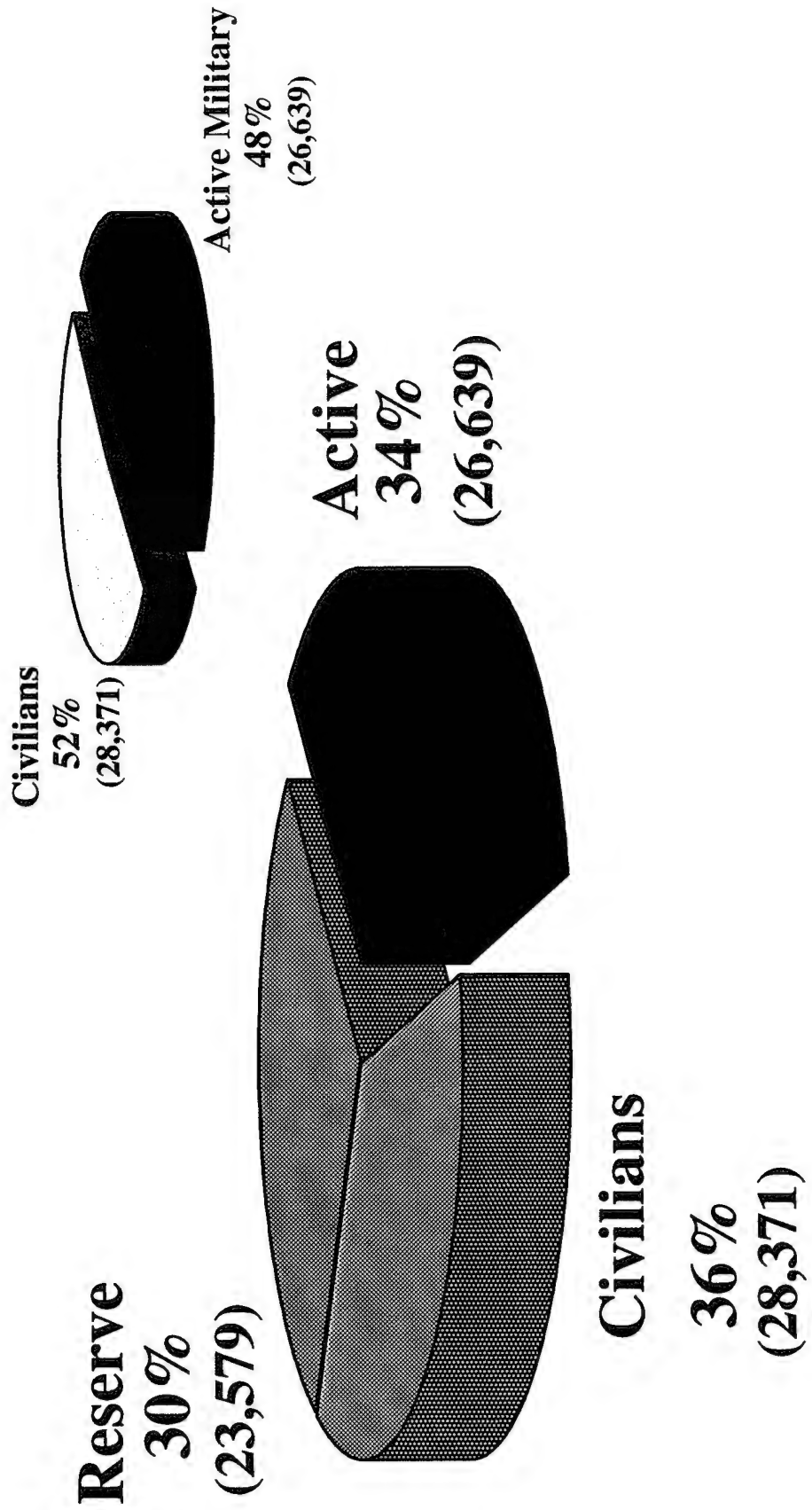
FY97 Authorizations



Source: PERSACS/TAADS/Force Builder
Note: Reflects Authorized Medical Structure, not BES

AMEDD TDA Force Composition

FY97 Authorizations



Source: PERSACS/TAADS/Force Builder
Note: Reflects Authorized Medical Structure, not BES

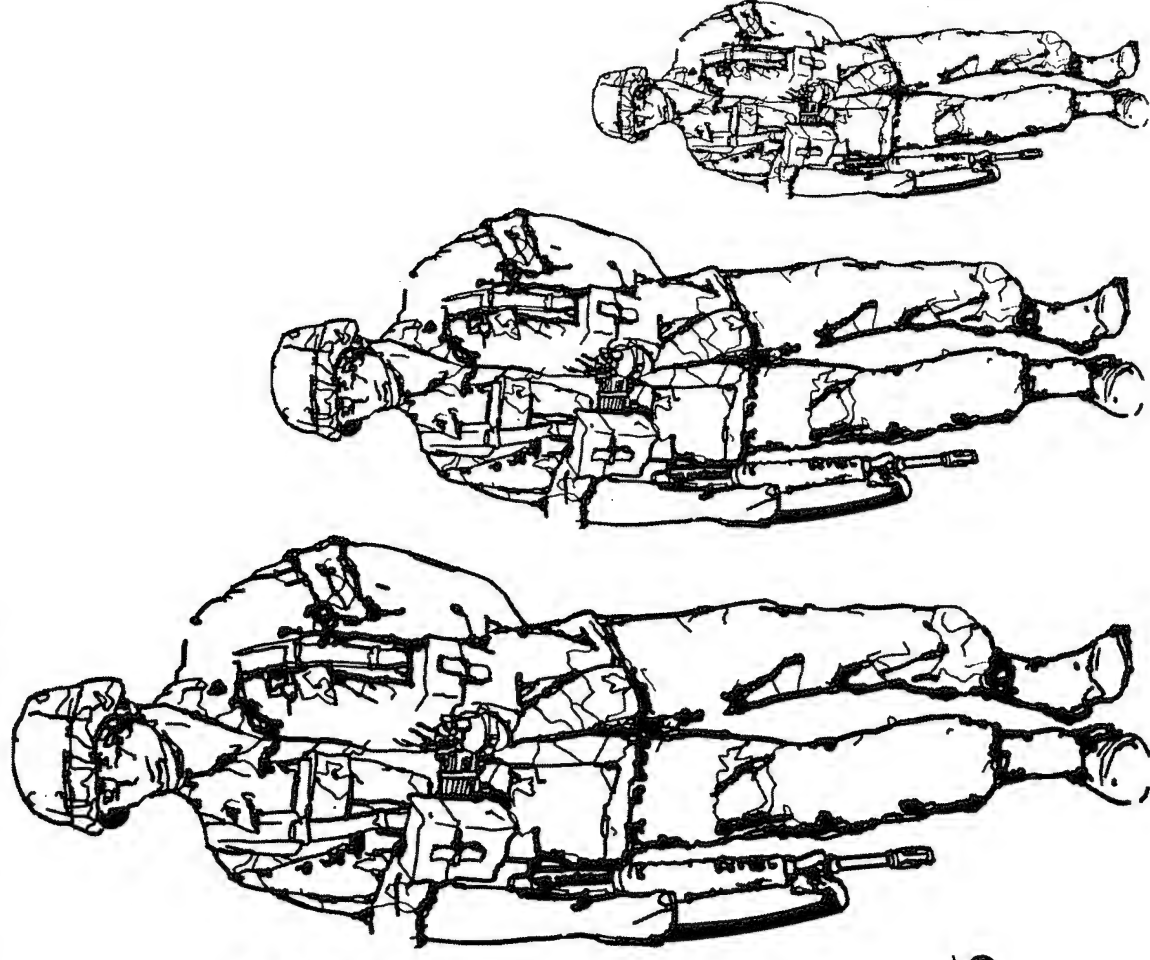
733 Study Update

**Comprised of 3 Panels
Wartime
Sustainment and Training
TRICARE**

**Wartime Panel Challenged
Army TAA Process and
Casualty Rates**

**Acceptance of Study Results
May Drive AMEDD Below
Accepted Army Levels**

Findings Due Out Late Nov 96



DoD Sizing Model

Purpose:

Develop a Consistent Methodology to Determine the Minimum Essential Requirement for Military Medical Personnel needed to Support Readiness and Operational Missions

3 Components

Wartime,
Day to Day Operations,
Sustainment

Wartime

- Uses 733 Requirement as Baseline
- Uses Service Accepted Force Structure and Theater Workload

U

Day to Day Operations

- Support to Operational Force (OCONUS, ICONUS)
- Rotation Base

+

Sustainment

- Continuous Flow of Qualified Personnel in to Operational Readiness Requirement Positions

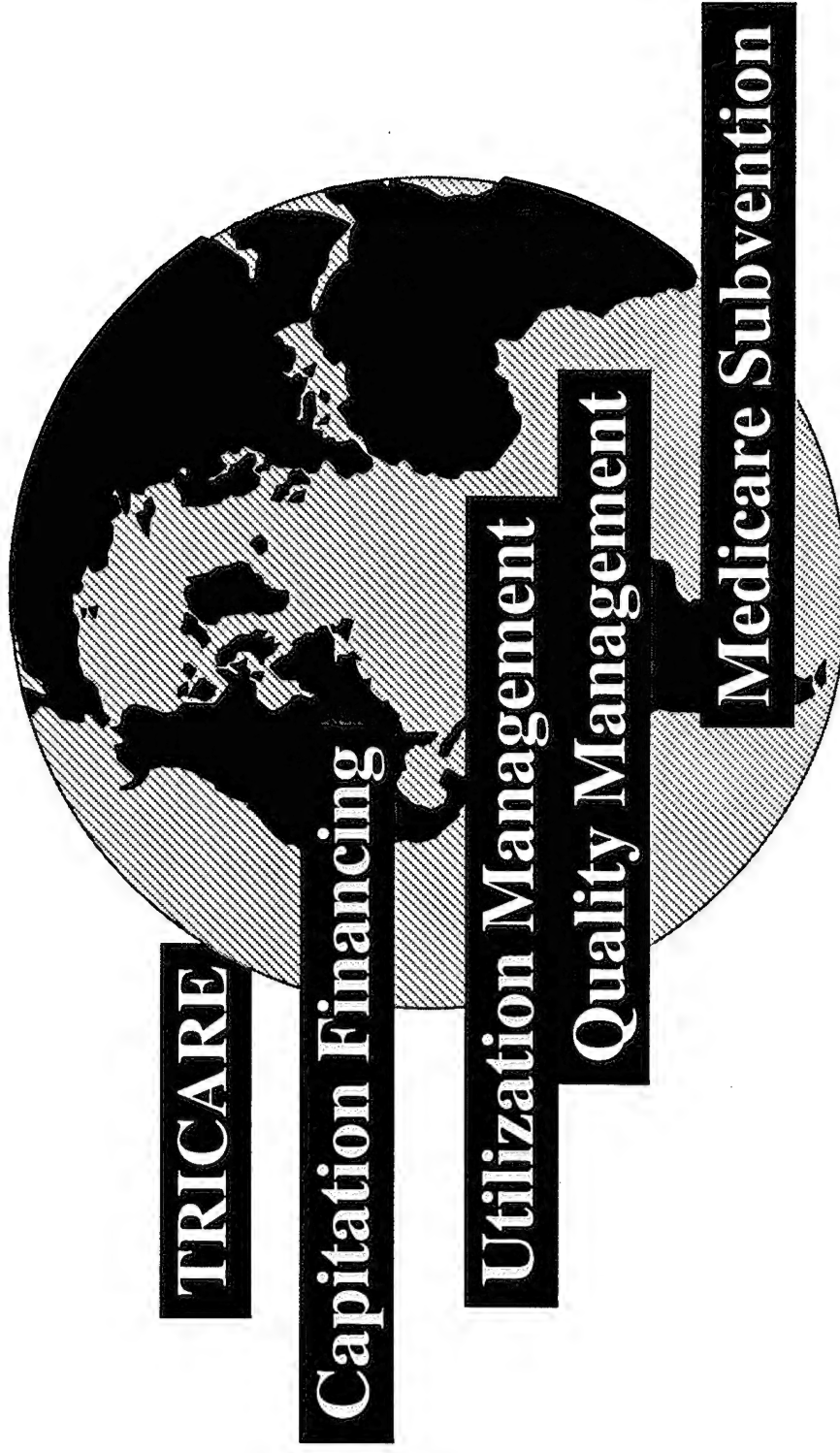
=

**Total
Readiness
Requirement**

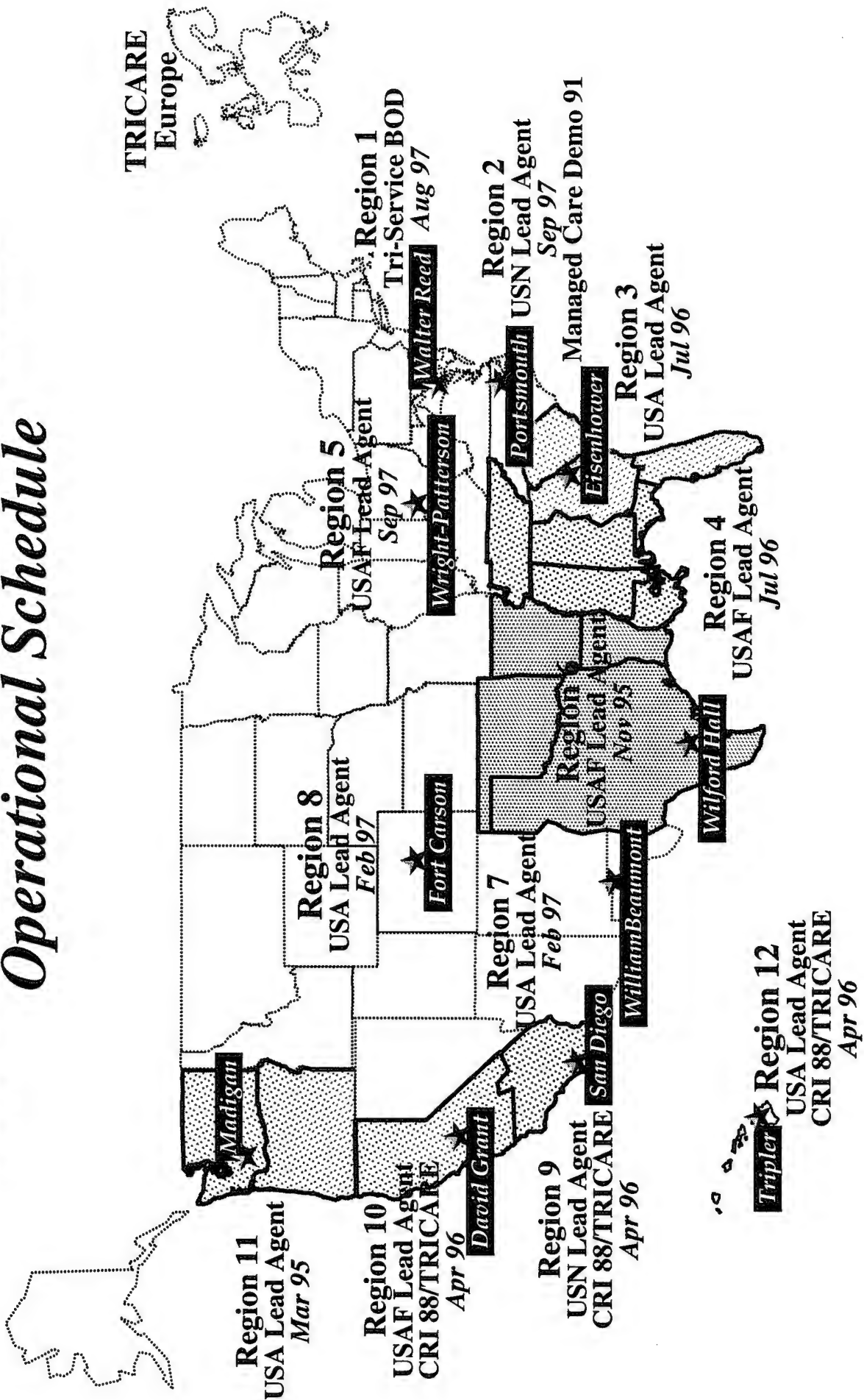
Status:

- 733 Update accepted DoD Sizing Model as Construct
- Using TAA03 and Original FY99 POM Position, DoD Medical Sizing Model justifies about 90% of AMEDD BES
- Will run Model again using TAA05 as Input
- Delta between Model Results and BES-Subject to Make-Buy Decision

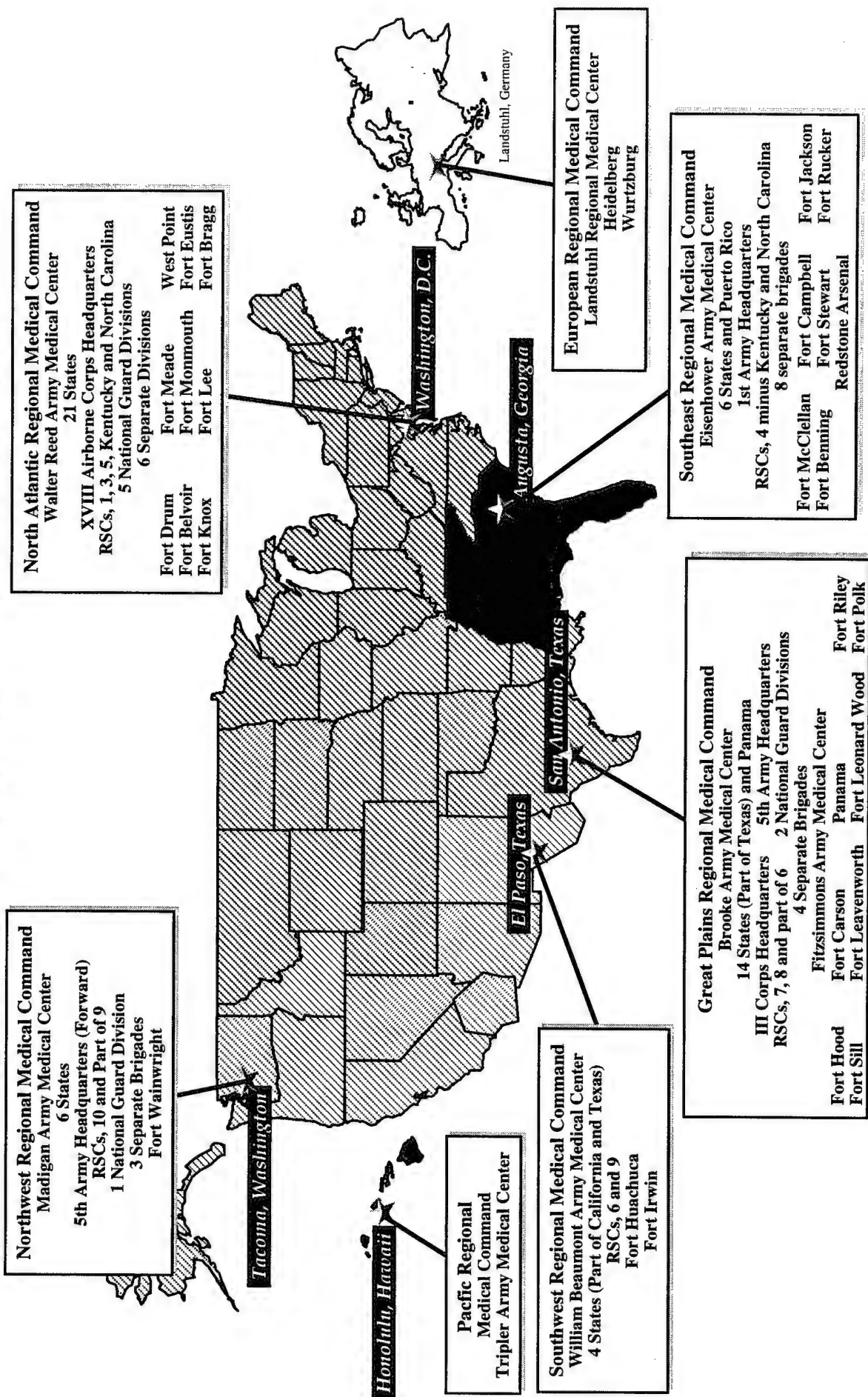
The Managed Care Environment



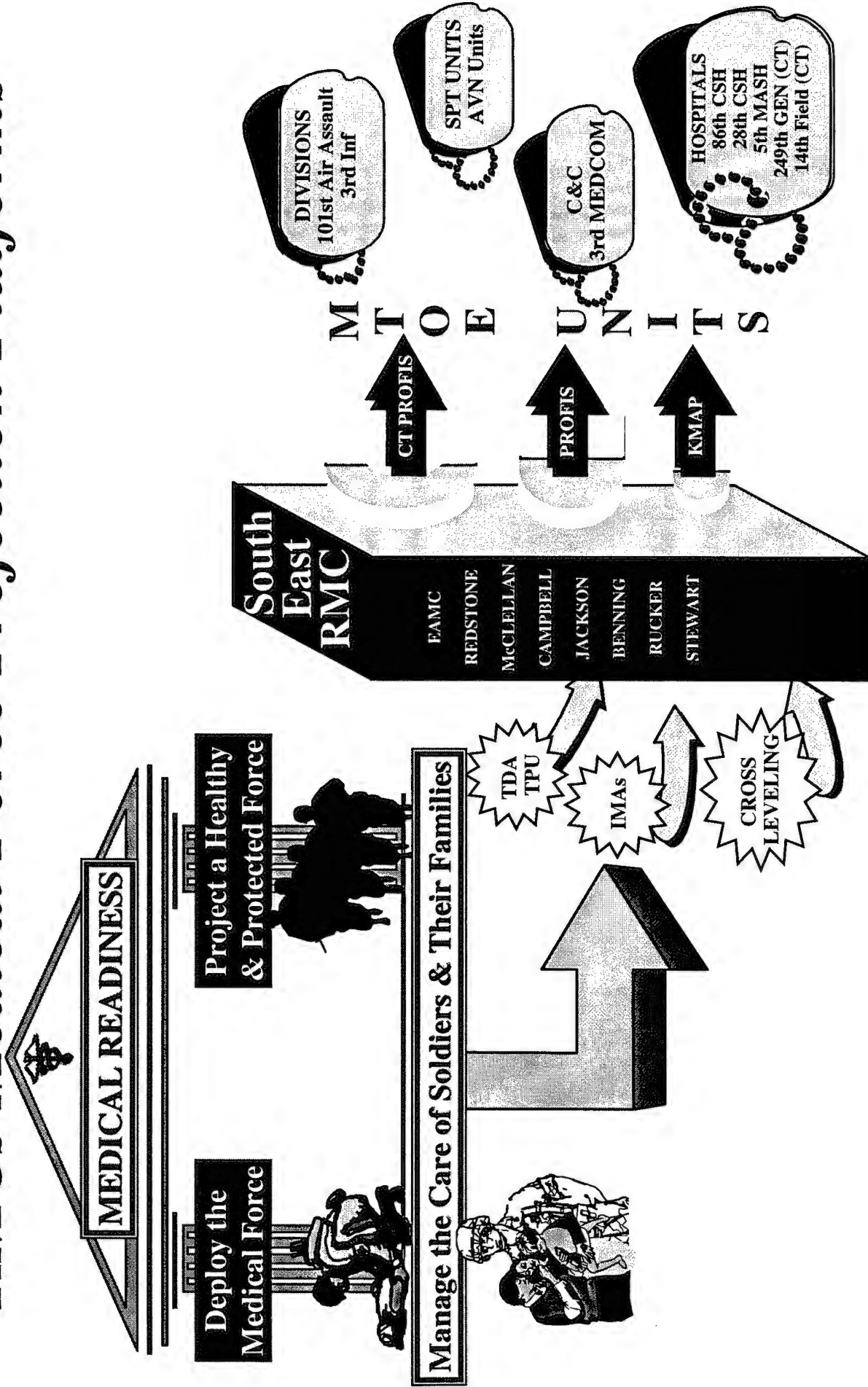
TRICARE Regions and Contract Operational Schedule



Regional Medical Commands



RMCs Medical Force Projection Platforms



A World-Class Health Science Center Without Walls

Focused on Supporting America's Army



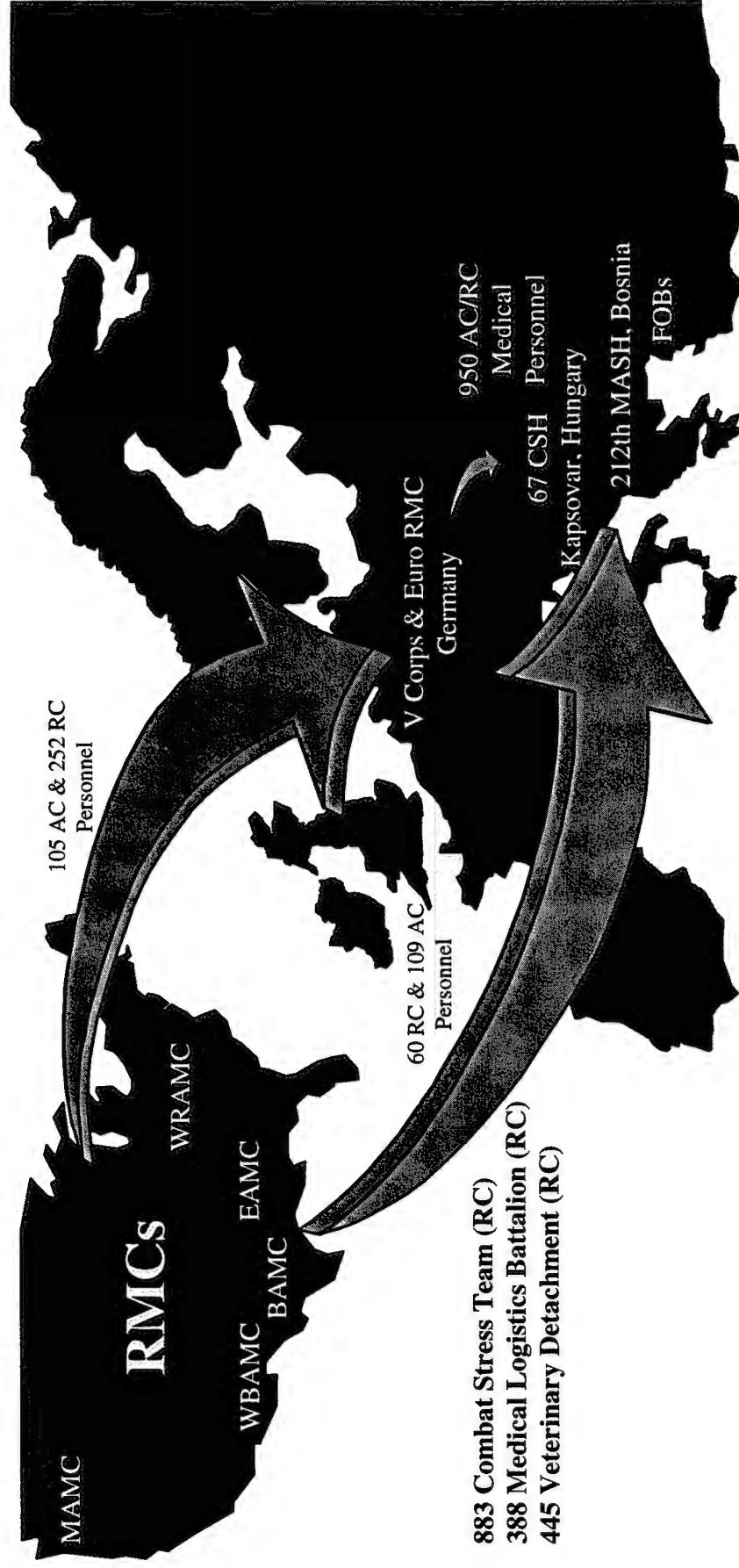
- Joined Forces to Form a World-Class Medical Center
- Preferred as a Center for Health Care
- Renowned for Premier Education Programs
- Reduces Soldier Time Away from Unit
- 3 Mil Savings at Darnall First Year

AMEDD Health Service Support to the Total Army



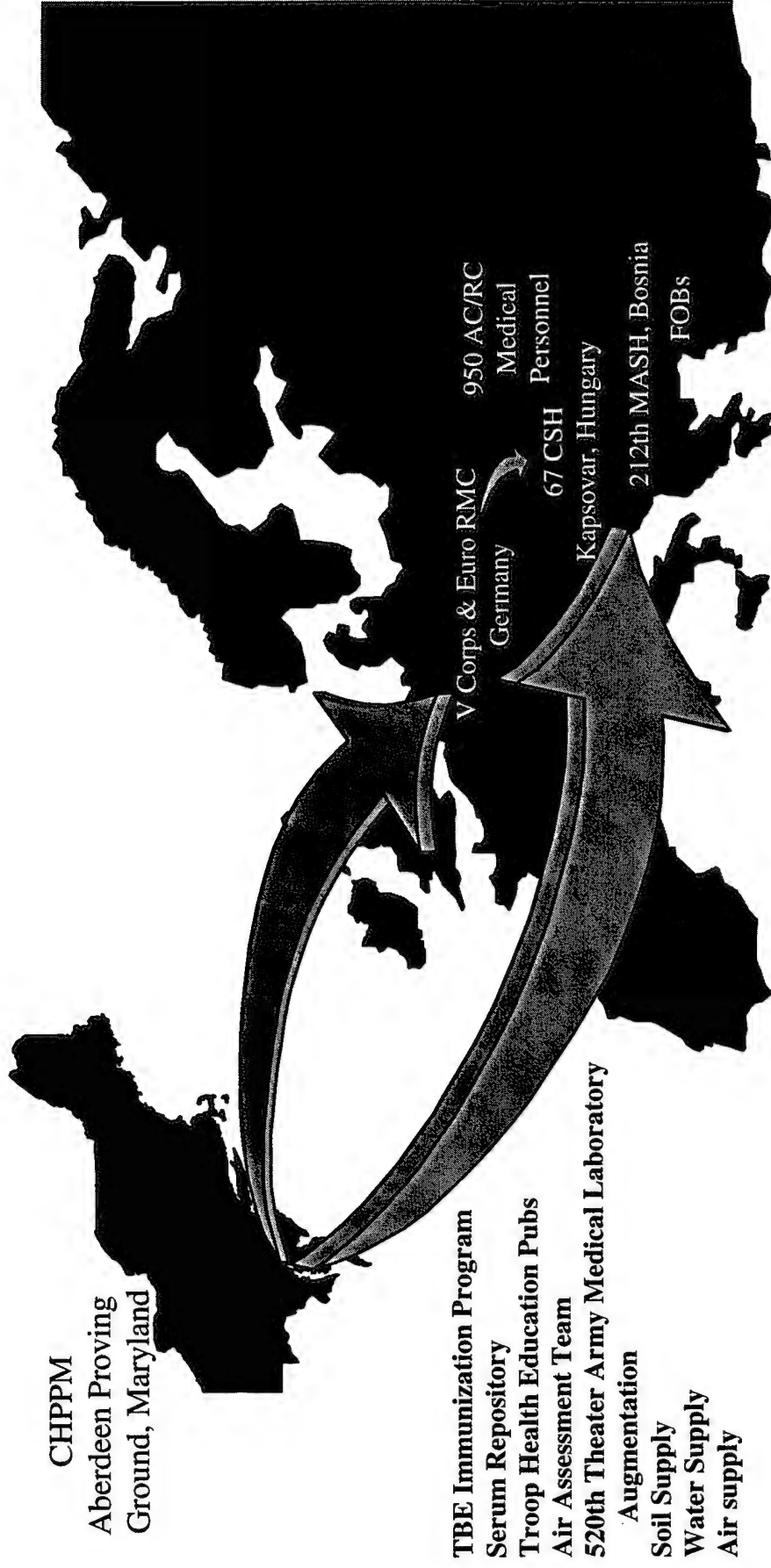
Force Projection

RMC and Reserve Component Support to the Deployed Medical Force

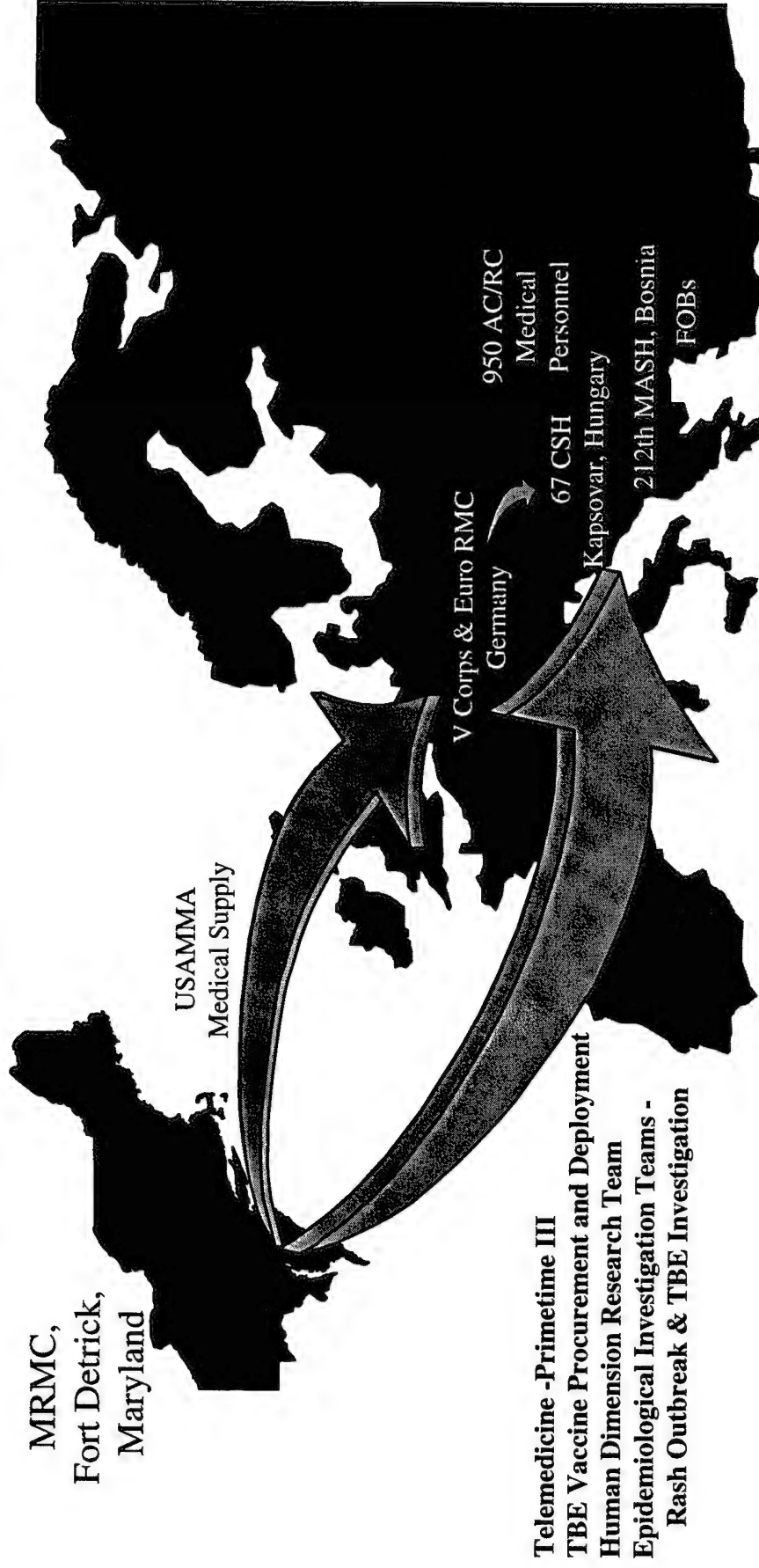


Plus...RMCs manage the care of soldiers, their families, and the extended Army family

CHPPM-Preventive Medicine and Health Promotion to Project a Healthy & Protected Force

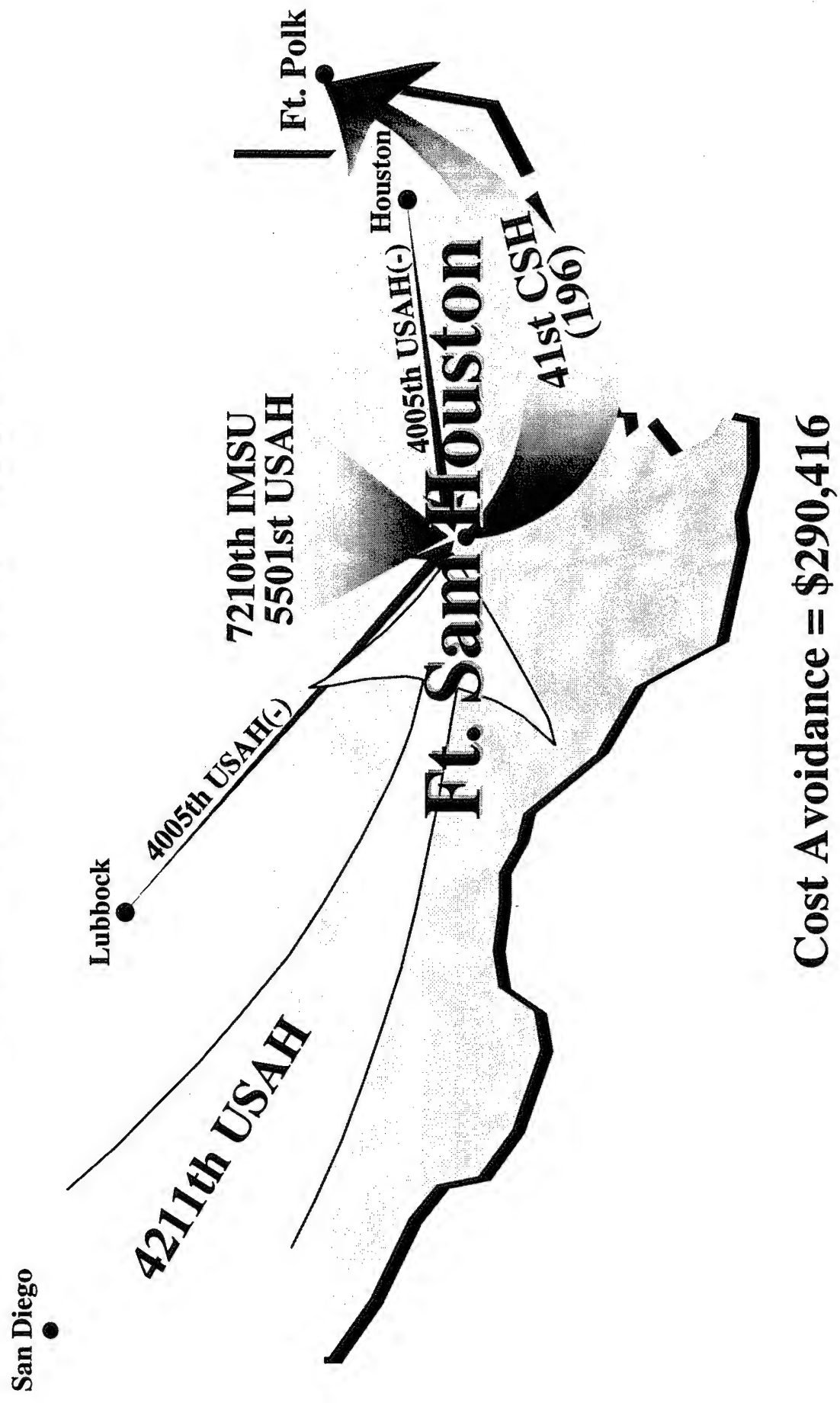


MRMC-Medical Research Development Acquisition & Logistics to Support the FORCE XXI Soldier

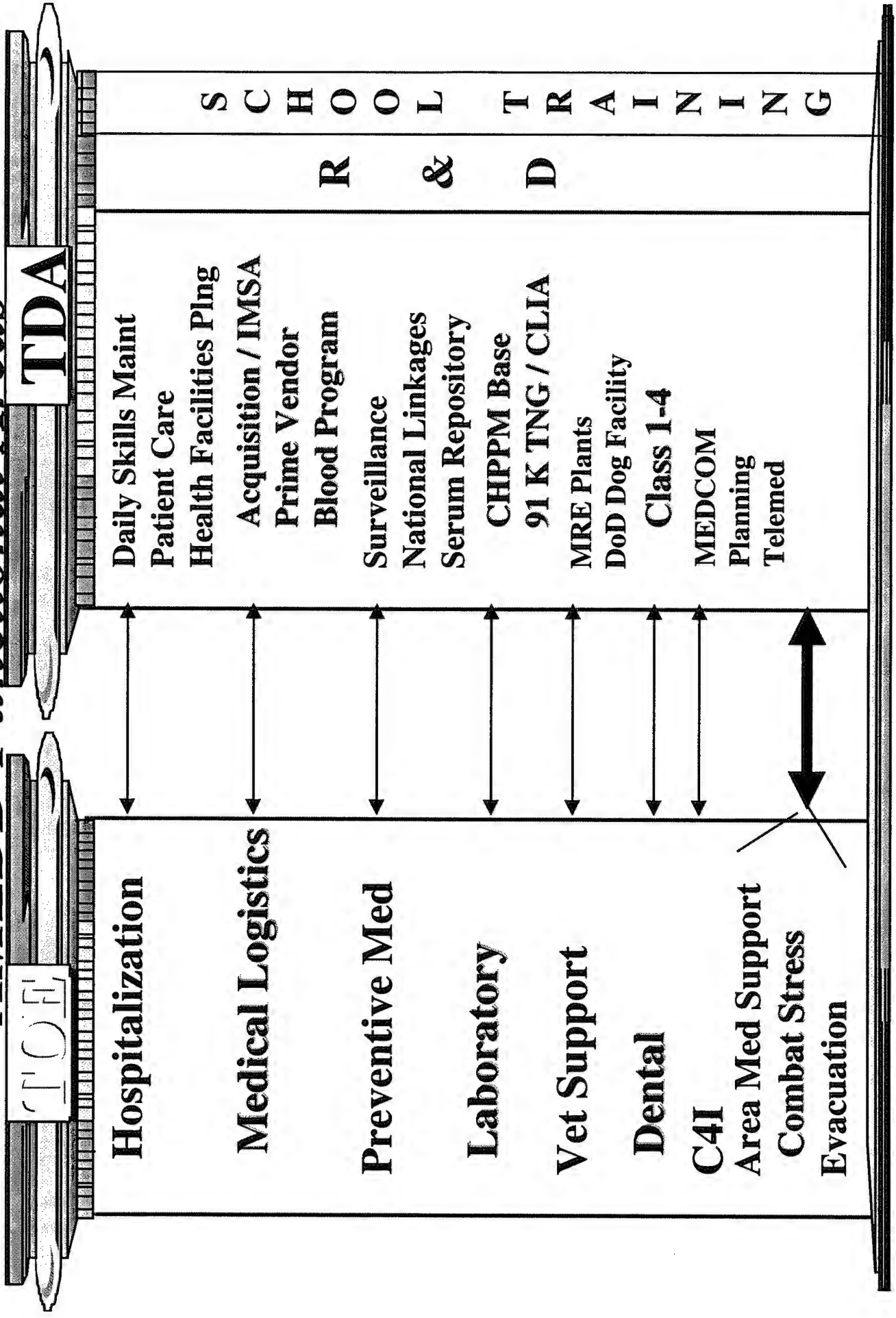


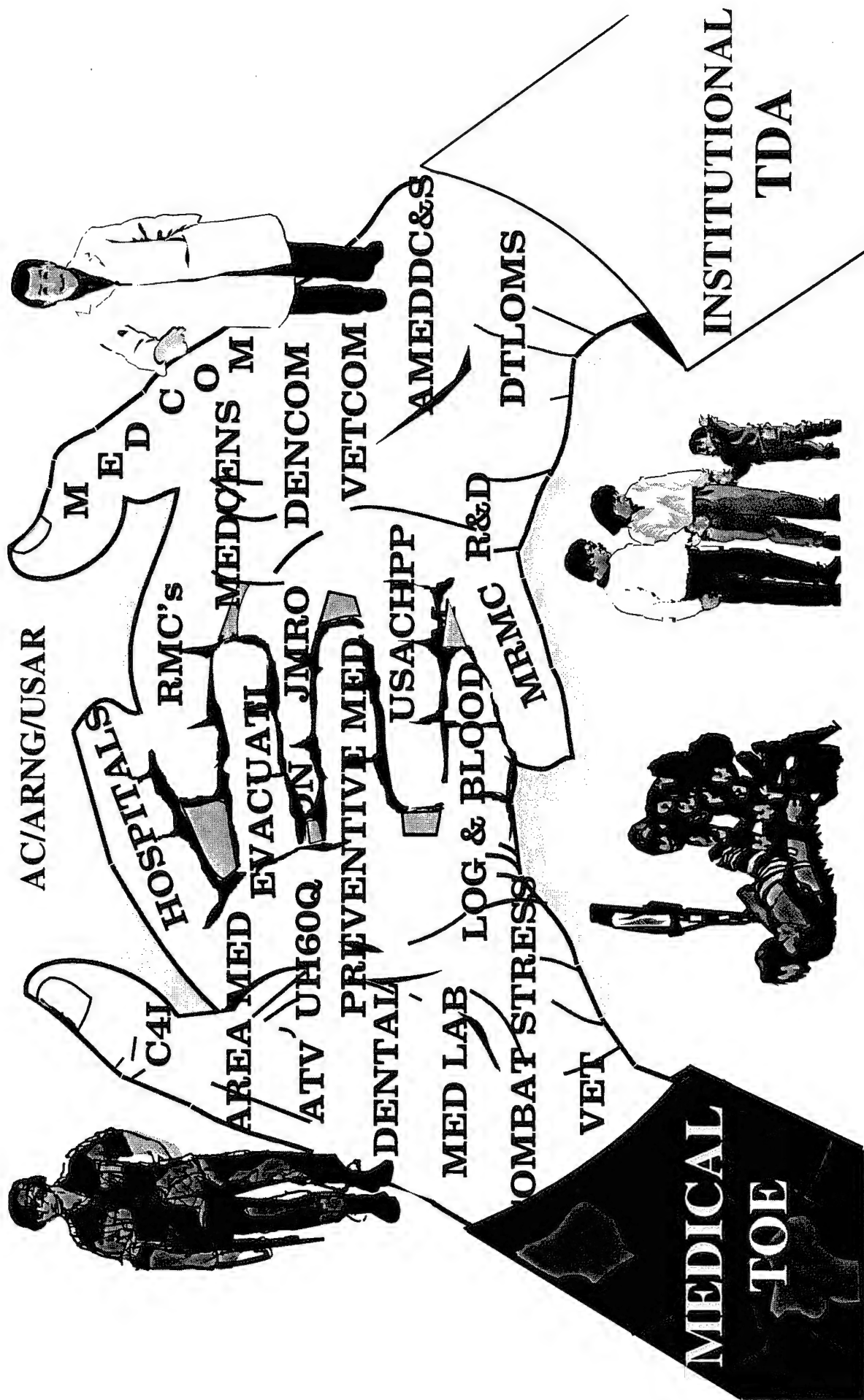
USAR/TDA/TOE Integration

June 1996 Training Support



AMEDD Functional Areas





PROGRAM ASSESSMENT CRITERIA

RED

NO CAPABILITY EXISTS OR IS INCAPABLE OF
PERFORMING THE MISSION

AMBER

A LIMITED CAPABILITY OR QUANTITY EXISTS TO
PERFORM THE MISSION

GREEN

ADEQUATE CAPABILITY OR QUANTITY EXISTS TO
PERFORM THE MISSION

FUNCTIONAL AREA ASSESSMENT

D T L O M S

TOP PRIORITIES

Level II to Level III EVAC					UH60Q UH60A ATV/MEV	
					COMMO	
					AWR P & Ds DEPMED	
						DENTAL OFFICERS

EVACUATION

C4I

LOGISTICS

DENTAL

Army Themes

Joint, Combined, Multinational

Force Projection

Force XXI Test Doctrine
and New Concepts

Integrated TOE/TDA Doctrine

DOCTRINE
38 DOCTRINAL
PUBLICATIONS
AND
MANUALS
(27 Current)

- Army
- Multiservice
- TOE/TDA

FY 96
COMPLETED

DMOC
FIELD / GEN HOSP
VET
NBC

UNDER REVISION FY 97

CHS in SSOs
FIELD FEEDING
FIRST AID
FIELD HYGIENE
EVACUATION
VETERINARY

NEW FY 97

FST
PM
AIR AMB
GMO
IM

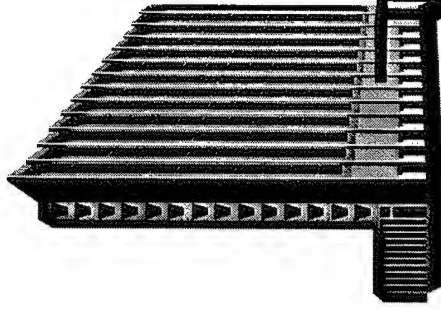
MRI
18 FMs
REQUIRE
REVISION

TRAINING

MULTI-SERVICE

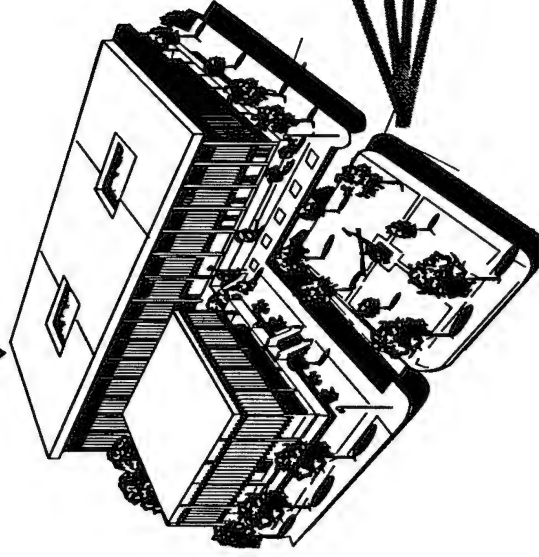
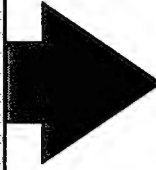
USAF USN USMC USCG

451 563 3 8



FY 96

30K Resident Students
63K Non-Resident Students
220 Foreign Students



41 Phase II Training Sites

3 Accredited Master Degree Programs

Health Care Administration
Physical Therapy
Anesthesia Nursing

1 Accredited Bachelor Degree Program

Military Physician Assistant

5 AMEDD C&S Schools

Academy of Health Sciences

US Army Medical Equipment & Optical School

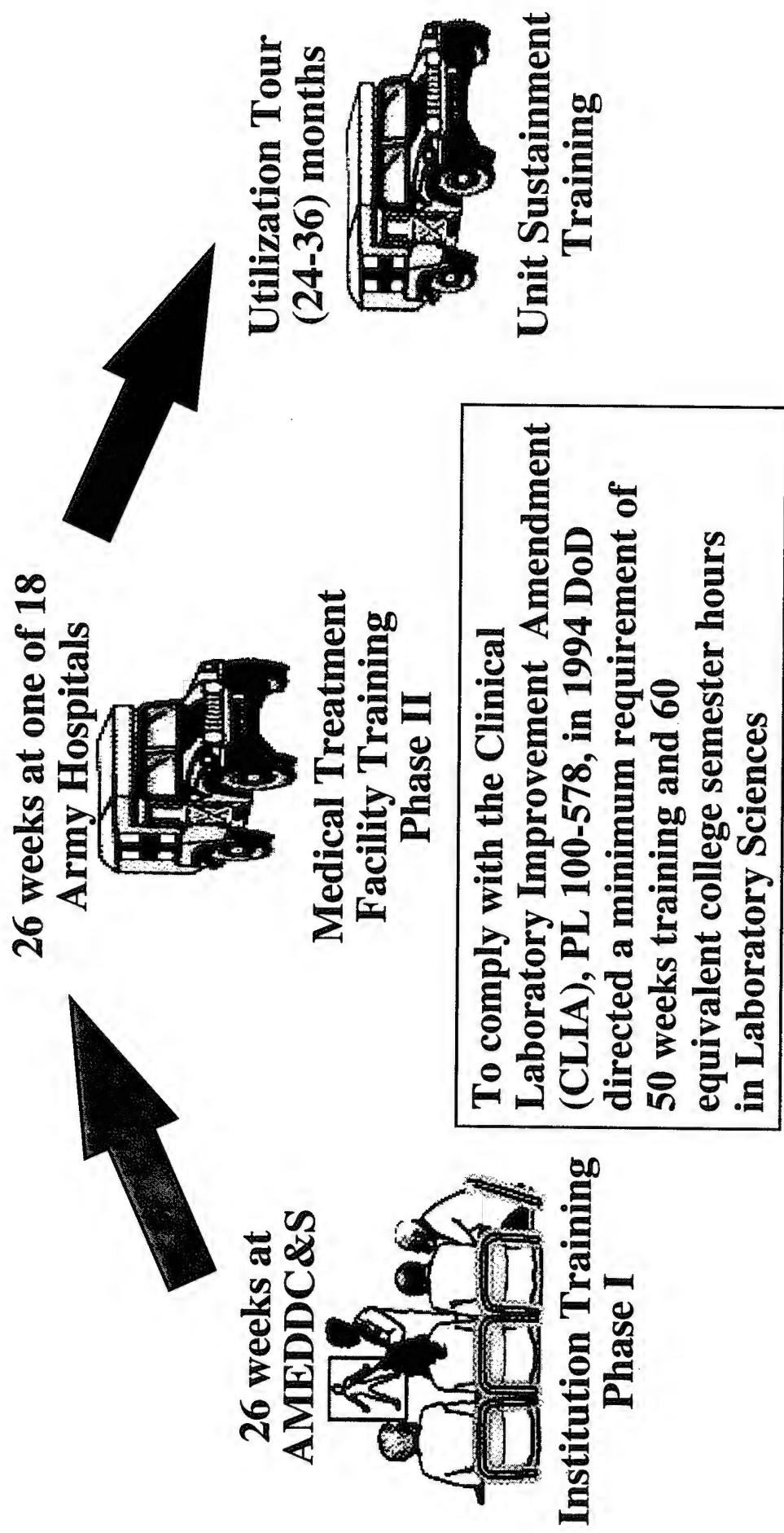
US Army School of Aviation Medicine

Joint Medical Readiness Training Center

AMEDD NCO Academy

91K Medical Laboratory Specialist

The Complexity of AMEDD Enlisted Training



RTS MEDICAL TRAINING

AC UNITS AND PERSONNEL



From TY 94 Through 96

7 Regional Training Sites

DEPMEDS LEVEL III Training
SERMC FT GORDON, GA
NVRMC CP PARKS, CA
NARMC FT DEVENS, MA
NARMC FT MCCOY, WI
GPRMC FT CHAFFEE, AR
SERMC CAMP SHEPHERD, MISS
WARMC FINDLAY TOWNSHIP, PA
USAR
NG

134 3,724

12 920

0 0

12 116

2 268

8 576

21 1,542

189 7,164

RC UNITS AND PERSONNEL



129

78

28

235

43

145

102

760

53,732

*NG Phasing out Level III training.
Transitioning to support Level I and II.

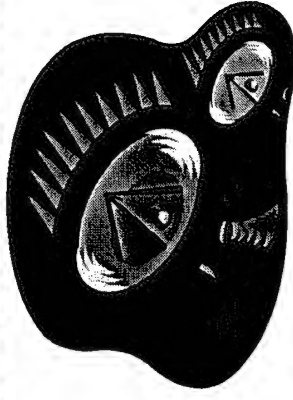
TRAINING INITIATIVES

Training Technology

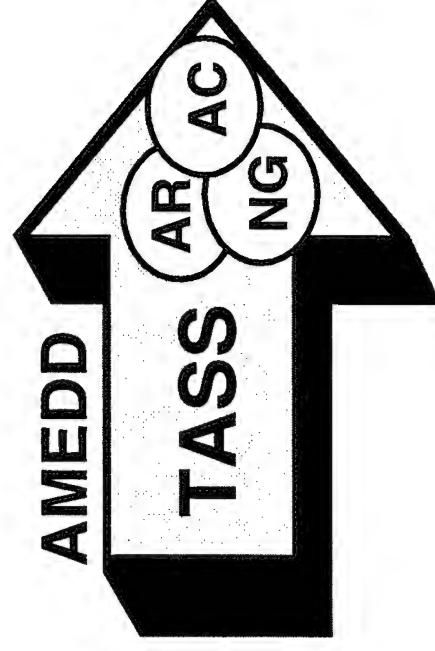


- 60 Computer Based Training Products
- 24 hr Training Bulletin Board

Distance Learning



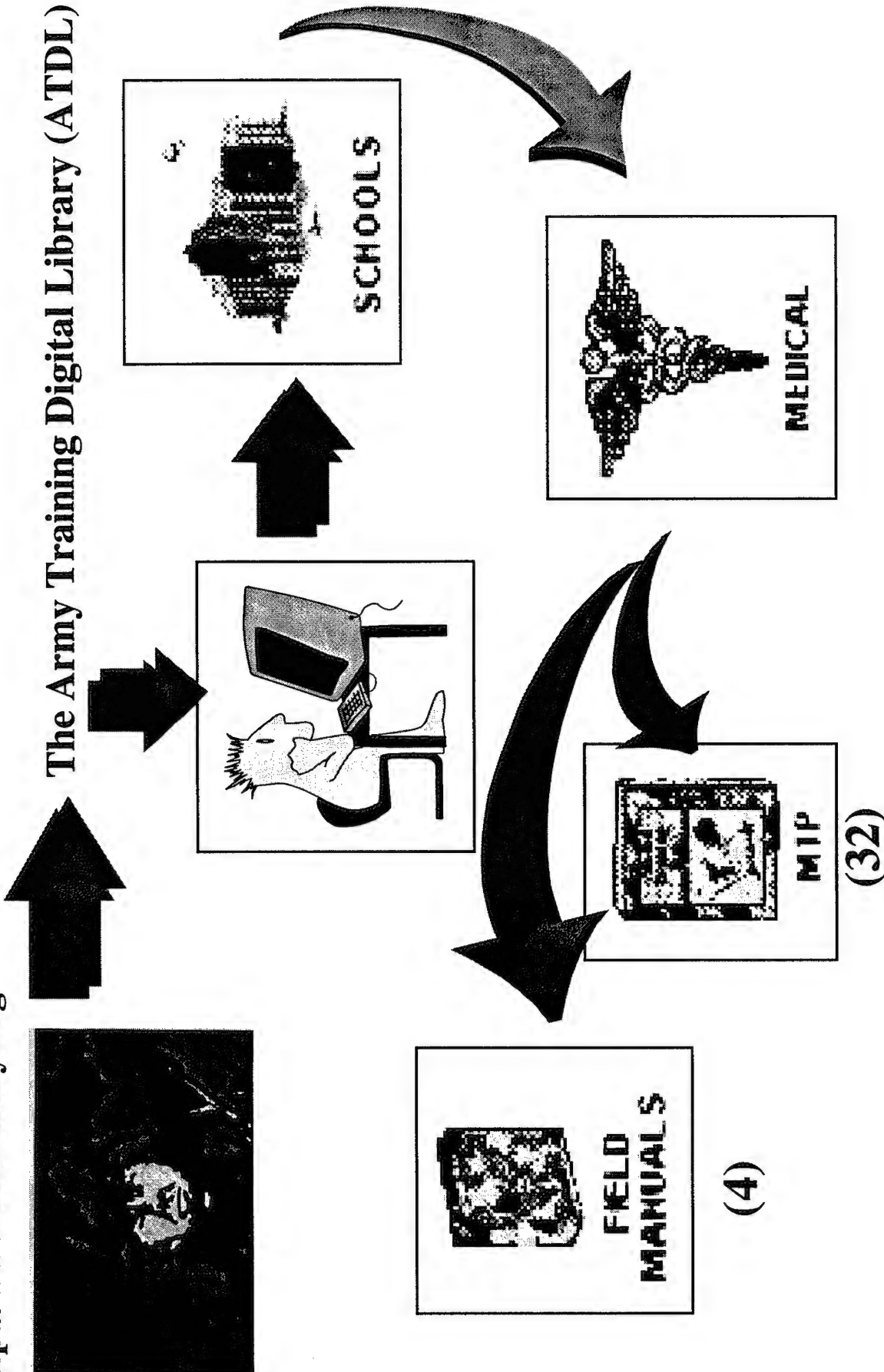
- Aeromedical Officer Advance Course
- Teletraining Network to Sinai
- Center for Total Access to Bosnia



- 6 Course Conversions Completed
- 7 Course Conversions to be completed by 2 QTR FY97
- TRADOC Target is 4th QTR FY97

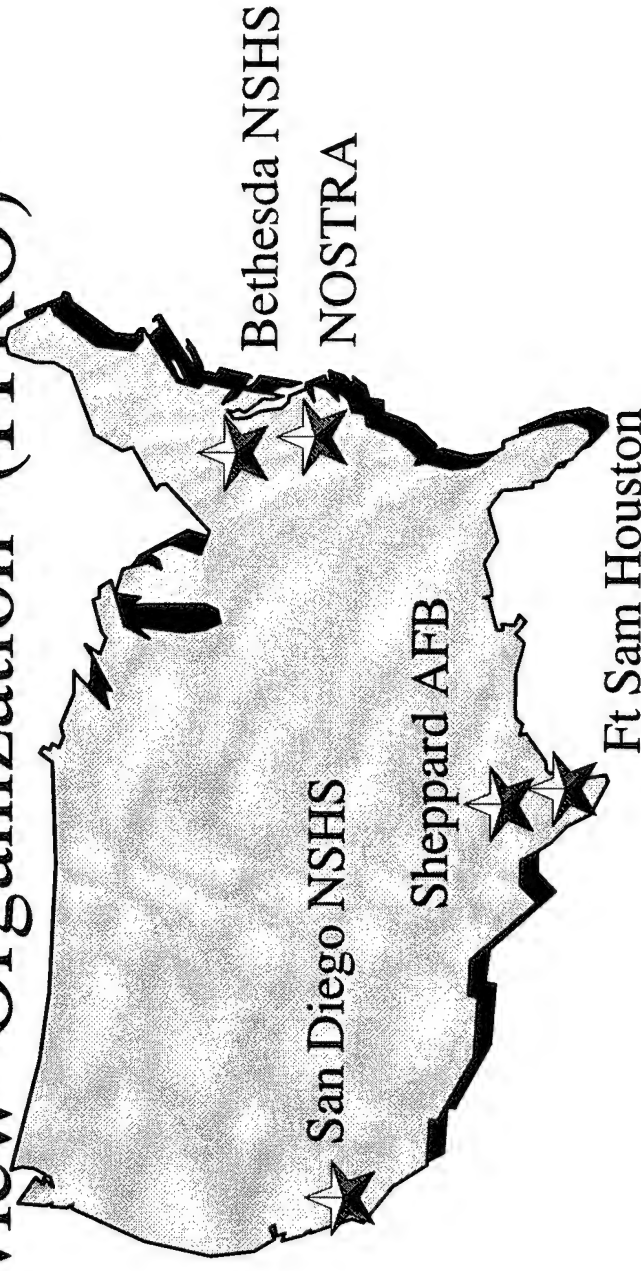
AMEDD TRAINING PRODUCTS ON THE INTERNET

<http://www.atsc-army.org>



TRAINING INITIATIVE

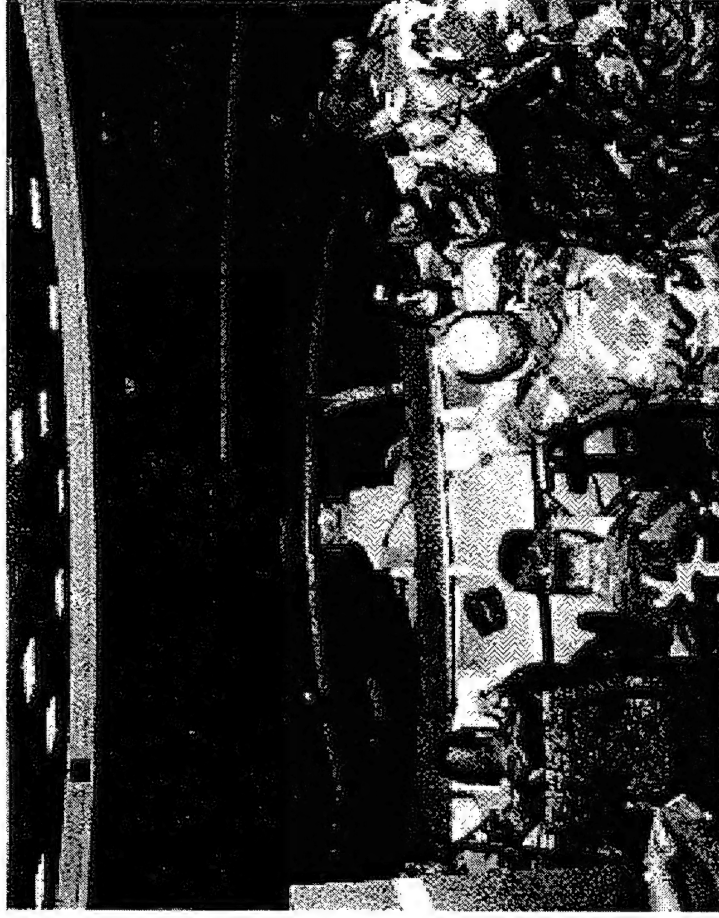
Health Care Interservice Training Review Organization (ITRO)



Tri - Service collaborative effort to consolidate military medical training. The ITRO Master Plan targets 25 distinct service school training programs.

LEADER DEVELOPMENT

The New AMEDD Officer Advanced Course



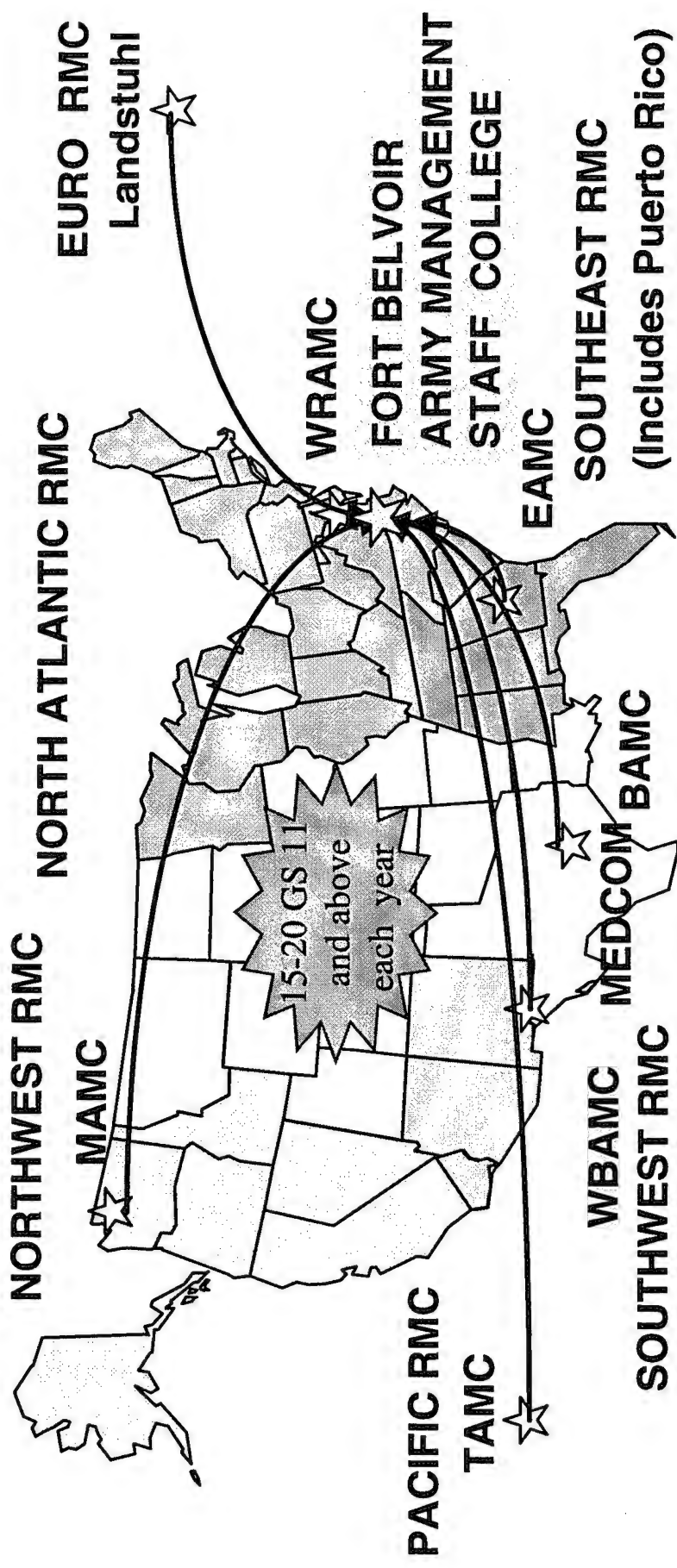
- Starts January 1997
- Converts 20 wk PCS to 10 wk TDY
- Distributive Training Phase
- Saves 100 manyears in TTHS's account

Beginning FY 98
\$ 3.3 Million
Annual Savings

PLUS

Saves time /
Expedites Return
to Duty





LEADER DEVELOPMENT (Civilians)



"GREAT PLAINS" RMC
(Includes Panama)

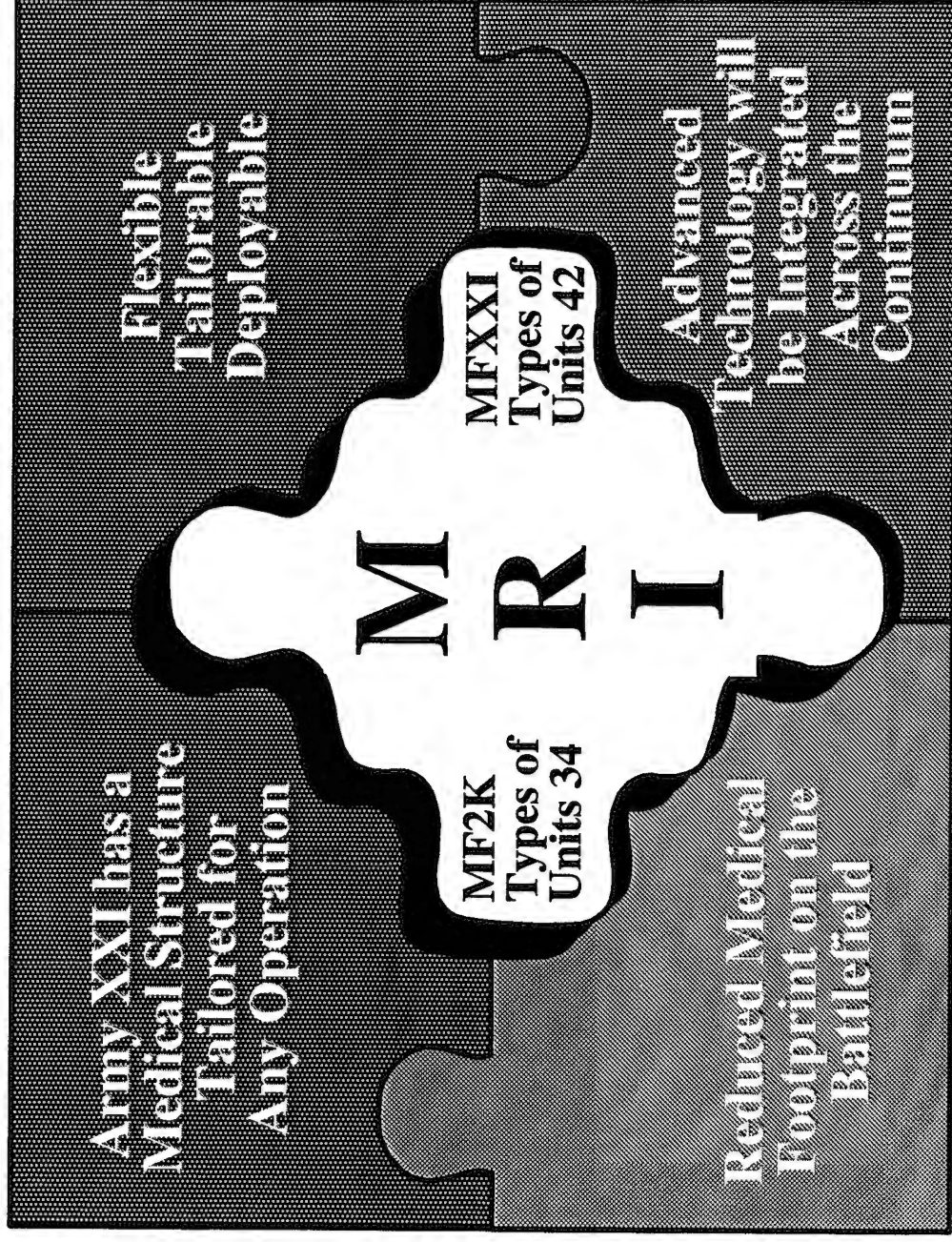
HOSPITAL FORCE STRUCTURE

	TAA 94 5 CORPS 28 DIVISIONS GLOBAL CONFLICT	TAA 99 4 CORPS 16 DIVISIONS MRC EUROPE	733 - TAA 01 3 CORPS 12 DIVISIONS CONCURRENT MRCs	TAA 03 3 CORPS 10 DIVISIONS NEARLY SIMULTANEOUS MRCs
REQUIREMENT	141	108	56	52
AC	33	31	18	15
NG	17	7	3	0
AR	82	50	35	37
RESOURCED	132	88	56	52

61%
Smaller

Medical Reengineering Initiative

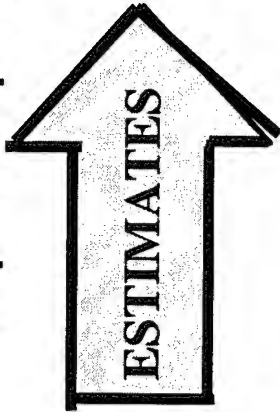


- Approved by VCSA on 9 Oct 96
- Will be Considered in TAA05

MRI

(Estimated Cost and Savings Based on TAA 03 Force)

AREA	CURRENT	PROPOSED	CHANGES
① C4I	Medical Command Medical Brigade Medical Group No split based cap	MEDCOM Theater MEDCOM Corps Medical Brigade Split based capable	+ 300 Personnel - 5 Units
② HOSP/ EVAC	EAC Hosp 10% Mob Corps Hosp 35% Mob Difficult to task organize/large overhead	No Change No Change Modular/less overhead	- 6,200 Personnel + 31 Units
③ SUPPORT	Designed for NATO/ Soviet conflict	Precision support for specific operations	- 800 Personnel - 68 Units
TOTAL			- 6,700 Personnel (AC 2800/RC 3900) - 42 Units + \$36.8M*



* Estimated to fully implement MRI, to include modernization path equipment not on-hand

MRI MOBILITY

TACTICAL*

STRATEGIC*

(with vehicles/without vehicles)

C5 C17 C130 C141
3 / 1 2 / 1

M998 M932

6

N/A

100% Mobile

FST

HOSPITAL

84 Bed

12 / 5 17 / 7

32 / 14

5

32

100% Mobile

164 Bed**

7 / 6

1

0

0% Mobile

248 Bed

19 / 11 17 / 7

32 / 14

6

32

35% Mobile

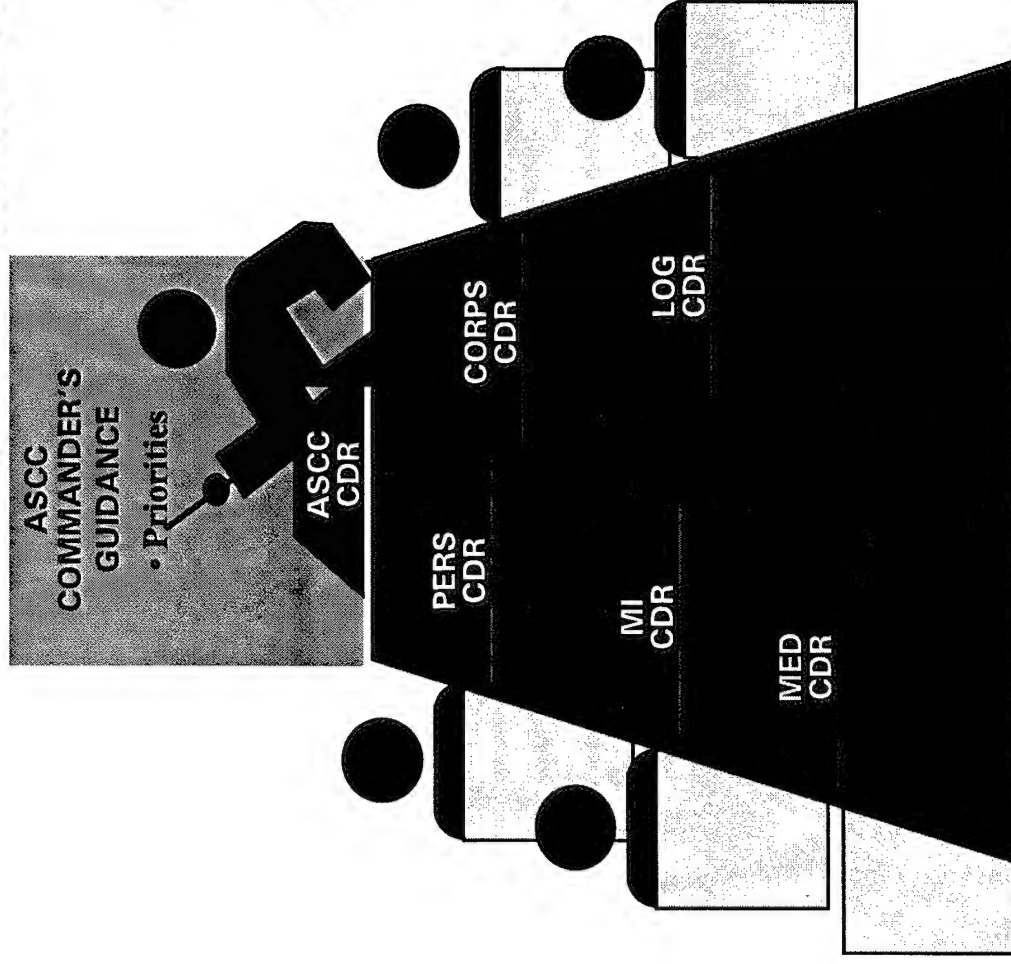
+ 48 M932
100% Mobile

* All studies done using preliminary weights and cubes on the AALPS

** Normally deployed by Sealift

THEATER SUPPORT COMMAND

WHAT'S WRONG WITH THIS PICTURE?



- COMMANDER RESPONSIBLE FOR HEALTH OF COMMAND
- CRITICAL WEAR MISSIONS REQUIRE CENTRALIZED MEDICAL C2
- INCREASED RESPONSIBILITY AS MEDICAL FORCE INTEGRATOR FOR JOINT/COMBINED OPERATIONS

TSC CONCEPT

MATERIEL



AMEDD

OTHER

PROONENTS

COMBAT DEVELOPMENT

- **COMBAT CASUALTY CARE**

(11 Products)

- Low Temp Sterilizing System
- Self Contained Ventilator
- Field Anesthesia Machine

- **CHEMICAL DEFENSE**

(4 Products)

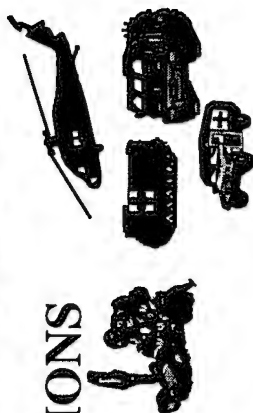
- Topical Skin Protectant
- Nerve Agent Pre-treatment
- Cyanide Pre-treatment

- **INFECTIOUS DISEASE**

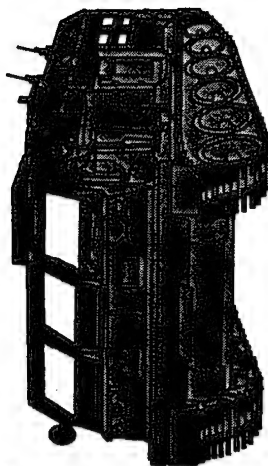
(20 Products)

- Antimalarial Drugs
- Tick-borne Encephalitis Vaccine

COMMUNICATIONS

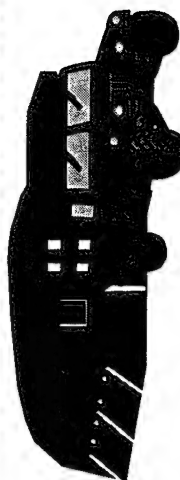


UH-60Q



• **ARMORED
TREATMENT &
EVACUATION VEHICLES**

• **CHEMICAL, BIOLOGICAL
PROTECTED SHELTER**



Prime Vendor Program

**Long-Term Contracts with Competitive Prices
and Reliable Delivery has:**



Reduced Inventory by \$83M

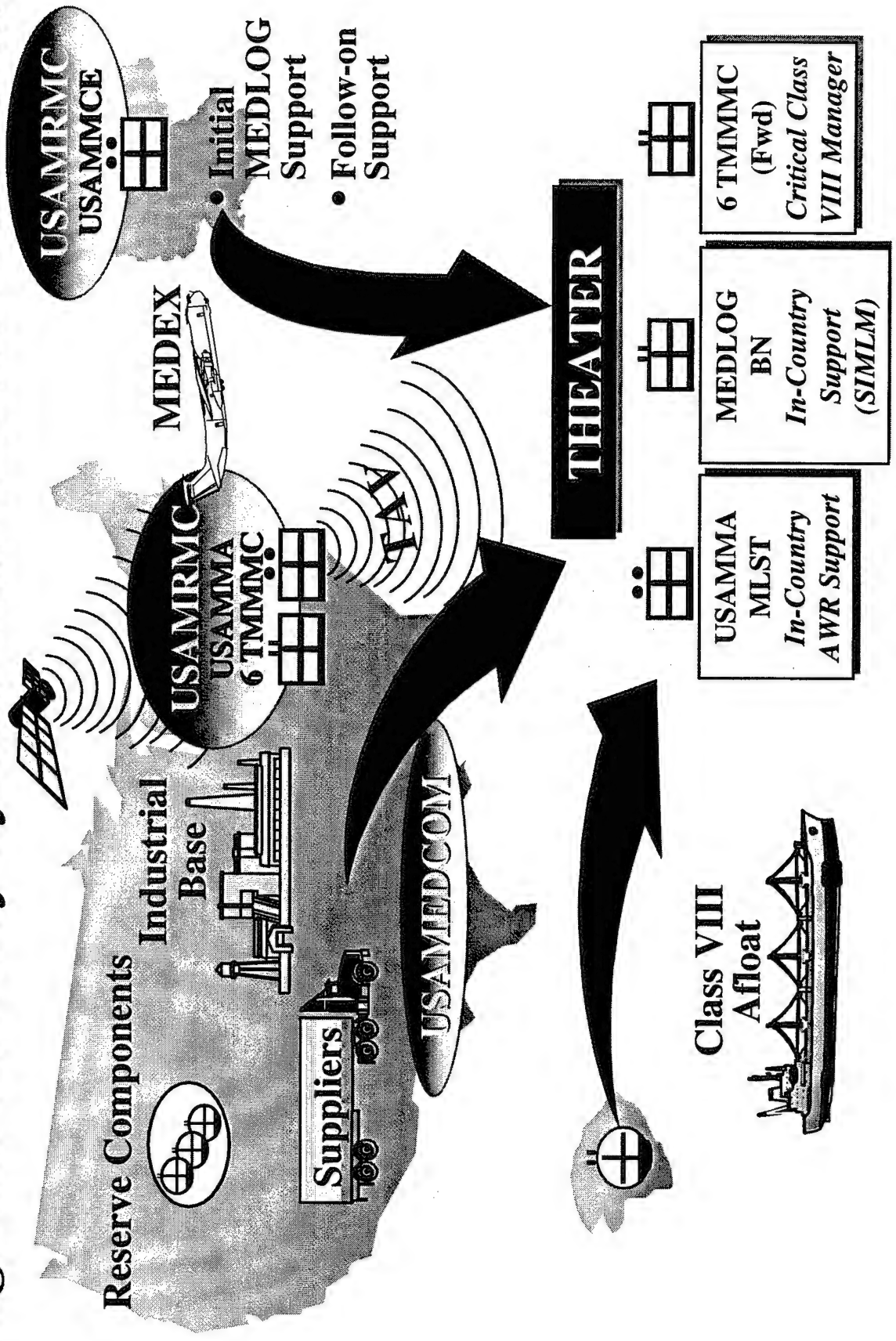
Reduced Destruction of Expired Stock by 50%

Freed 220,000 Sq. Ft. Of Warehouse Space for Other Users

Reduced/Realigned 119 Logistics Personnel Spaces

MPMC & AMEDD/MEDCOM

Integrated Delivery System with Total Asset Visibility



SOLDIERS

THE AMEDD COMPOSITION IS A COMPLEX SYSTEM

1996 AMEDD FORCE
COMPOSITION



87 Officers AOCs

2 Warrant Officers AOCs

17 Enlisted MOSs (16 ASIs)

66 Civilian Series

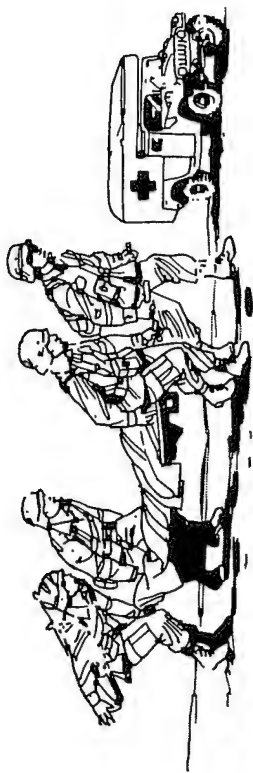
**Non-Military Licensure
Credentialing
Accreditation**

SOURCE: 9802 PERSACS/9603 UAD

AMEDD TOP PRIORITIES

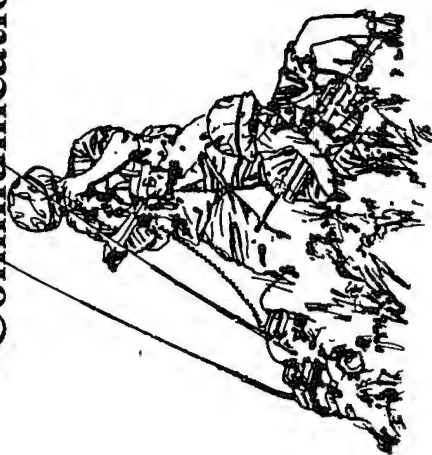
1. EVACUATION

- UH60Q
- UH60A
- UH60A Conversion Kits
- Armored Treatment Vehicle (ATV)
- Armored Medical Evacuation Vehicle (AMEV)



2. C4I

- Communications



3. LOGISTICS

- CL VIII War Reserves
- Potency and Dated Materiel
- Sustainment of DEPMEDS

4. DENTAL

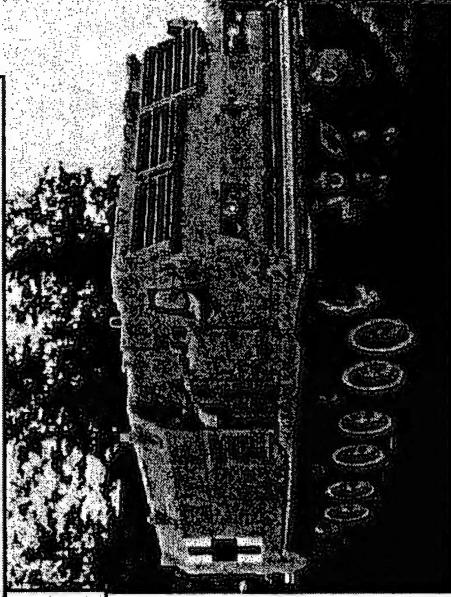
- Recruitment and Retention of Dental Officers

Modernization

Sustainment

EVACUATION

- UH60Q
- UH60A
- UH60A MEDICAL CONVERSION KITS
- ATV
- AMEV



Materiel

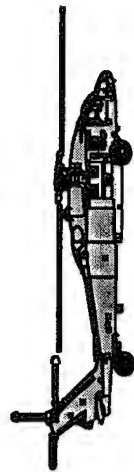
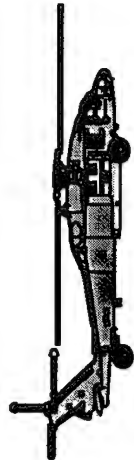
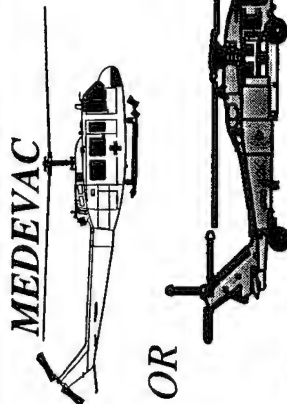
Near Term
97-99

Mid-Term
00-03

Far Term
04-12

MEDDEVAC COMPANY MODERNIZATION

Strategy

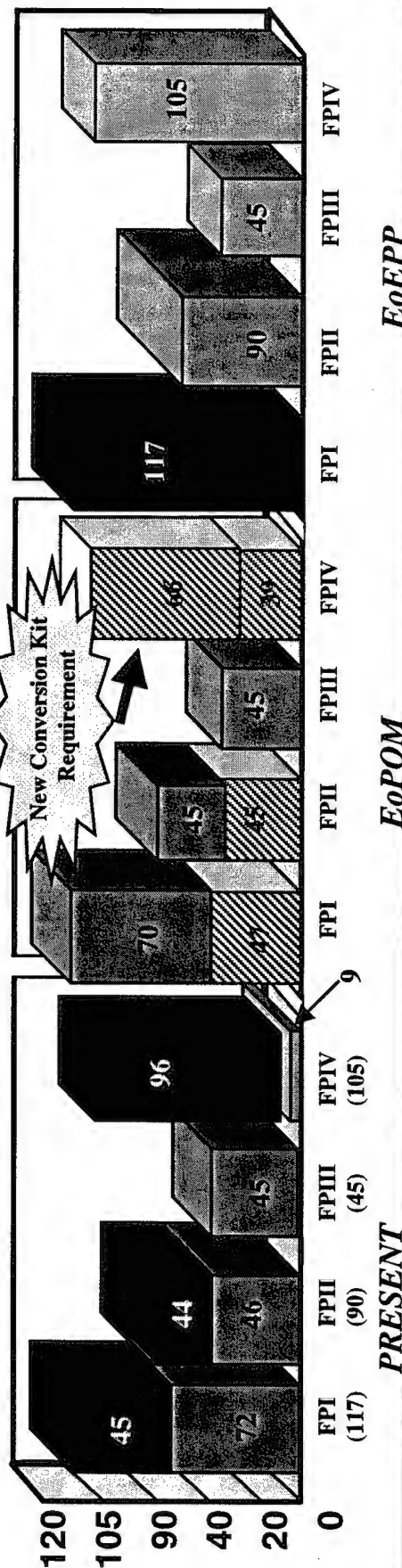


TOTAL TOE FLEET = 357
(87 UH-60Q + 270 UH-60A)

TOTAL TOE FLEET = 357 UH-60Q

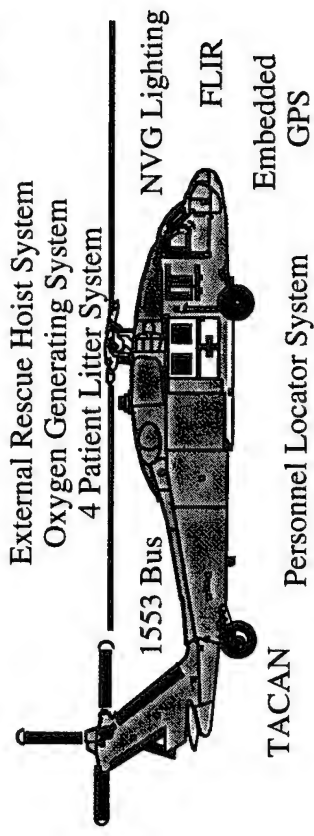
Assessment

NUMBER MODERNIZED



- UH-1V
- UH-60A
- UH-60A Kits
- UH-60Q
- UH-60A

UH60Q MODIFICATIONS FOR FIRST TO FIGHT MEDEVAC UNITS



DISCUSSION:

- Significant Enroute Patient Care Enhancements
- Situational Awareness & Digital Communications
- Critical Need For 87 UH-60Qs In Contingency Corps

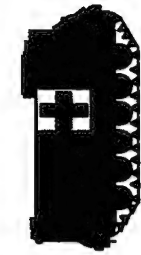
	FY98	FY99	FY00	FY01	FY02	FY03	TOTAL
QTY	10	15	20	20	22	0	87
AMT(\$)	15.6	27.9	42.0	44.8	50.0	8.6	188.9

Recommendation:

Fund UH-60Q Modifications In POM
• Requires Additional \$188.9M FY99-03

ARMORED MEDICAL EVACUATION VEHICLE MODERNIZATION

Strategy



OR

?

OR

?

Assessment

NUMBER
REQUIRED

730
584
438
292
146

0

FPI
(174)

FPII
(168)

FPIII
(446)

FPIV
(730)

FPI

FPII

FPIII

FPIV

FPI

FPII

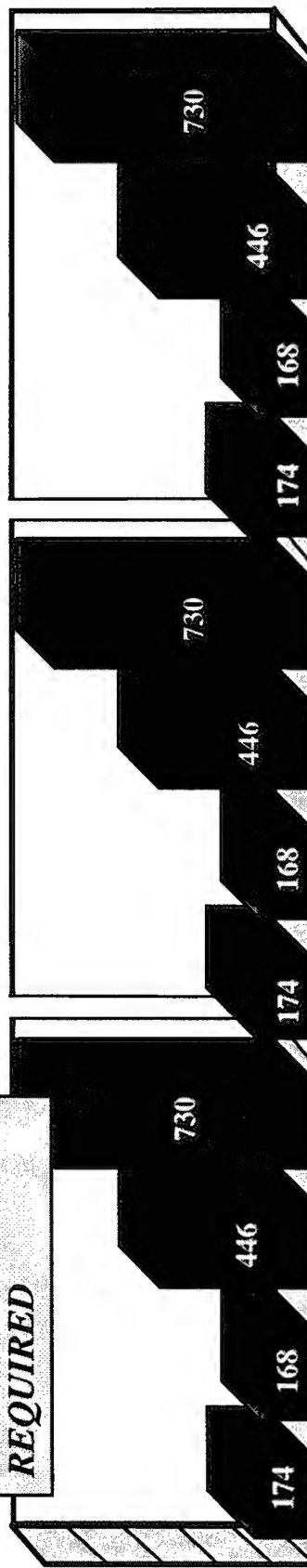
FPIII

FPIV

PRESENT

EoPOM

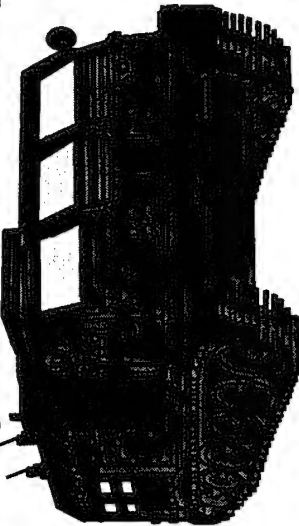
EoEPP



ATV CONVERSION FOR FIRST TO FIGHT MEDICAL UNITS

Chemical Overpressure System

Increased Storage Area Increased Patient Compartment



GPS

Speed/Range

Enhanced Litter System

Enhanced Medical Interior

DISCUSSION:

- Significant Enroute Patient Care Enhancements
- Situational Awareness & Digital Communications
- IPT - 29 OCT 96
- FY99-04 Production Objective is 70 vehicles

Environmental Control Unit Reduced Logistical Tail

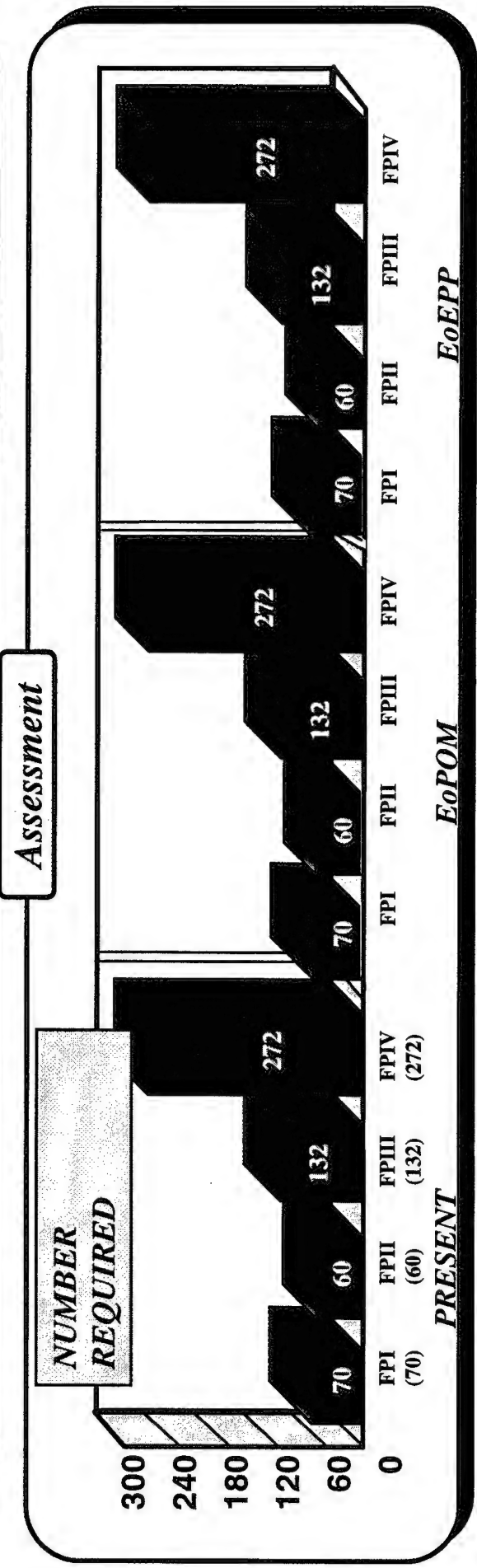
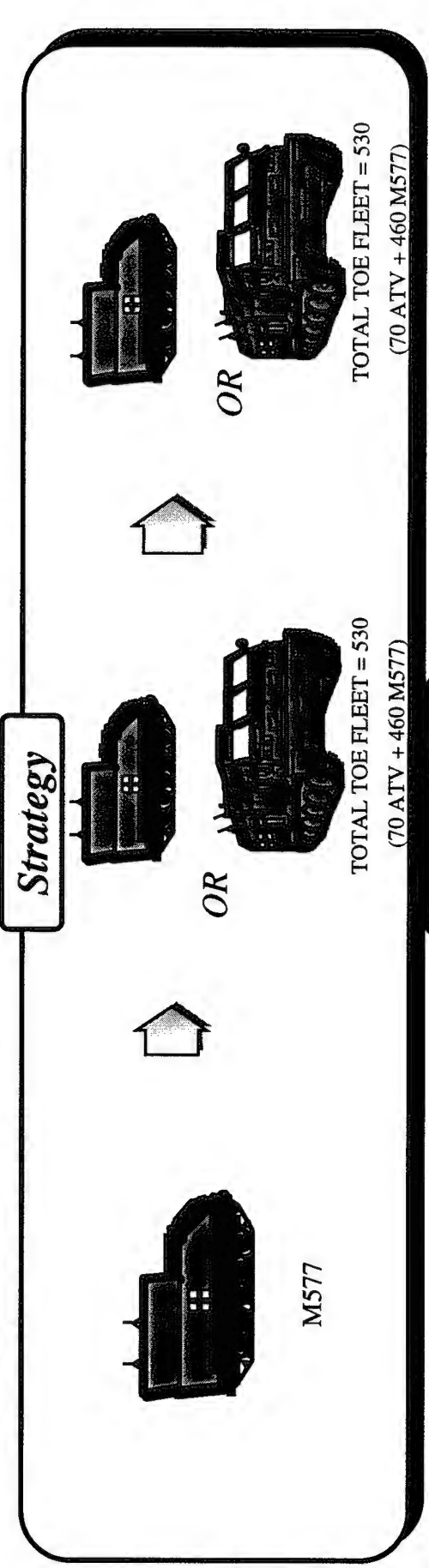
	FY98	FY99	FY00	FY01	FY02	FY03	TOTAL
QTY	6	6	17	20	21	0	70
AMT(\$)	29.2	34.9	55.9	58.1	61.5	1.0	240.6

Recommendation:

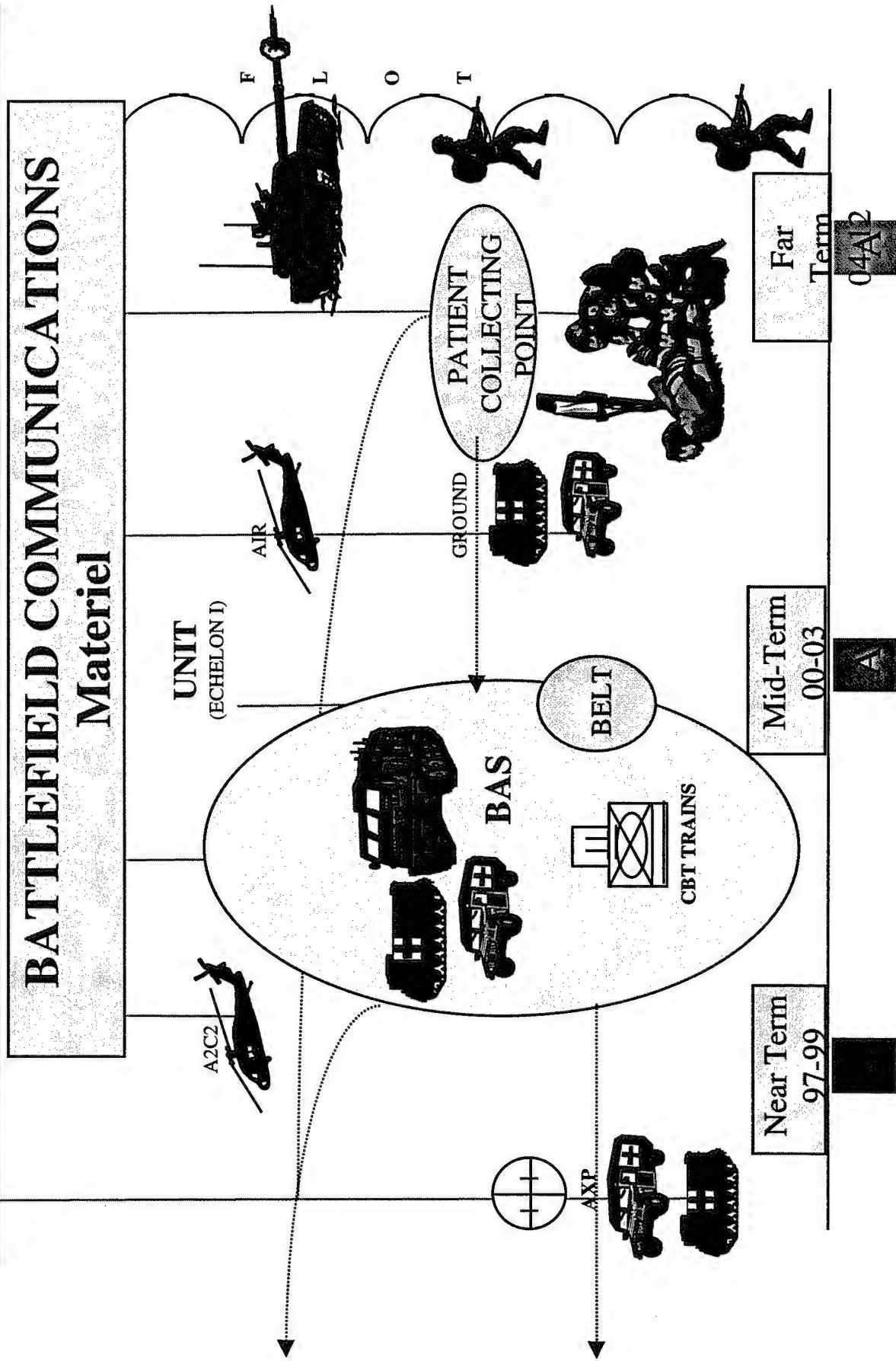
Fund ATV Production in POM

- Requires Additional 240.6M FY99-03

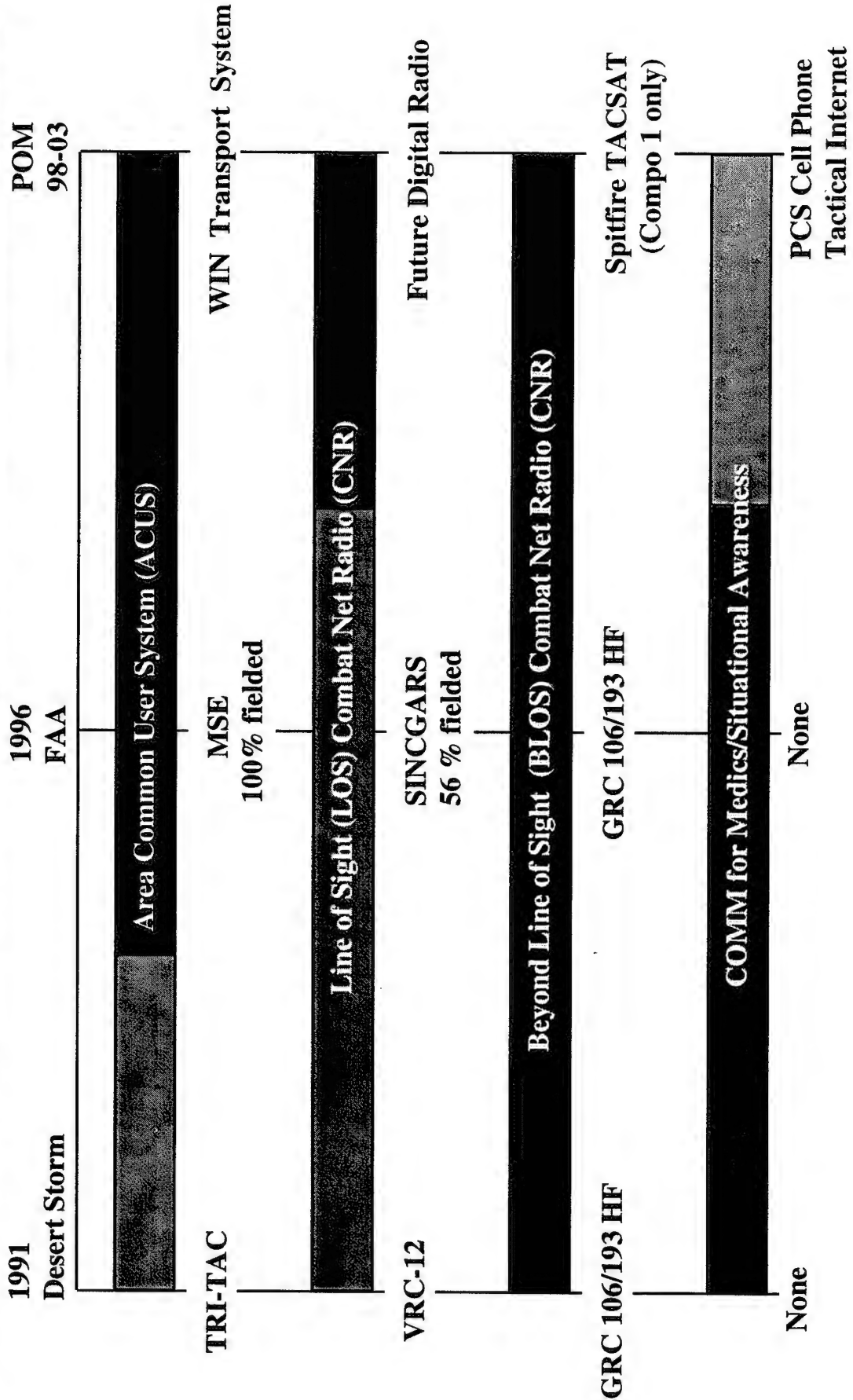
ARMORED TREATMENT VEHICLE MODERNIZATION



COMMAND, CONTROL, COMMUNICATION, COMPUTERS, AND INTELLIGENCE (C4I)



MEDICAL C4: Past, Present and Future



(04 TO 12)

Far Term

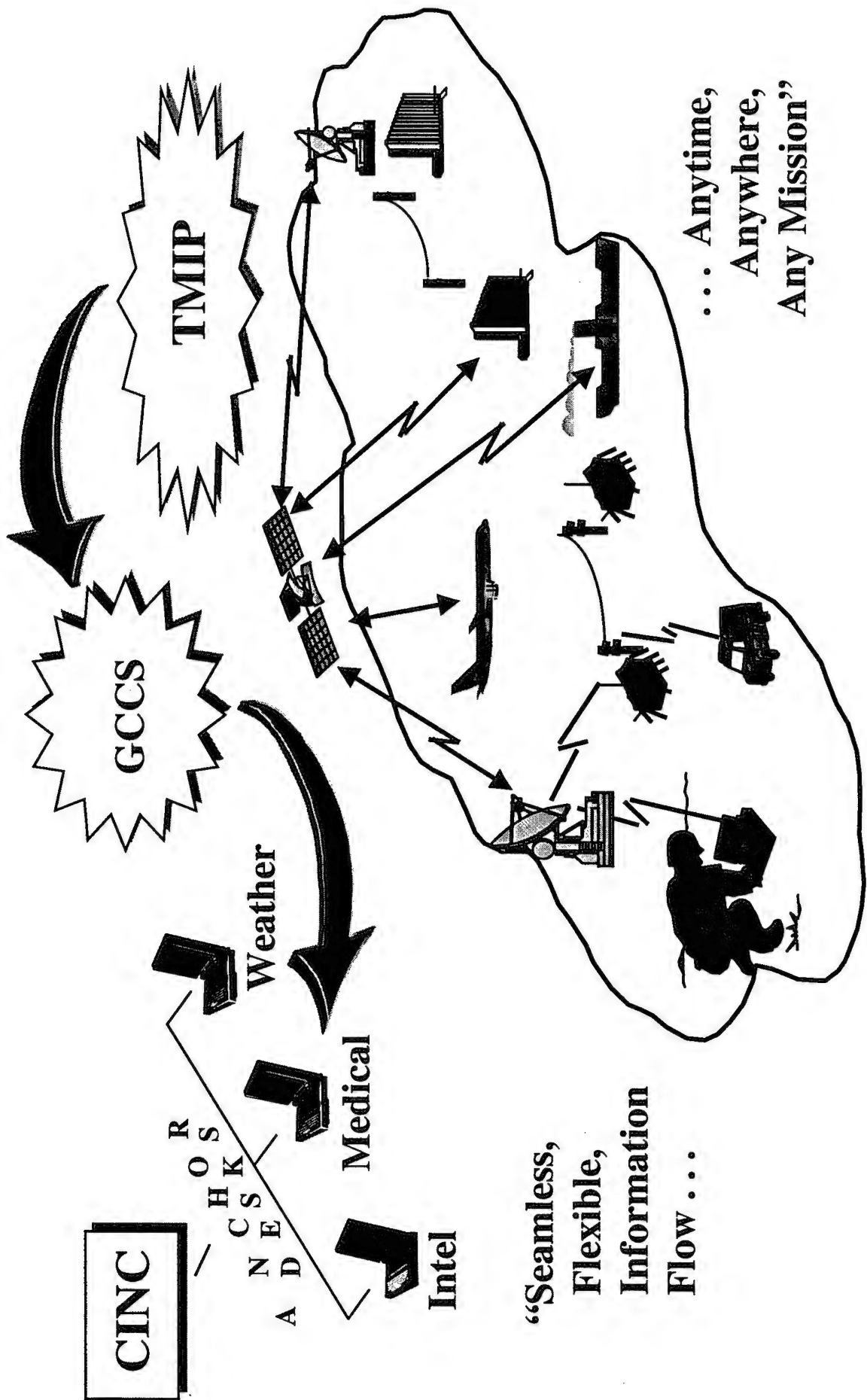
Green Amber Red



10

[illegible]

Theater Medical Information Program

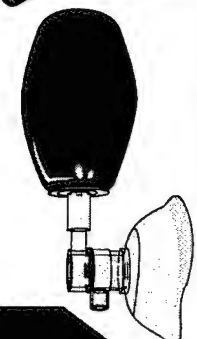
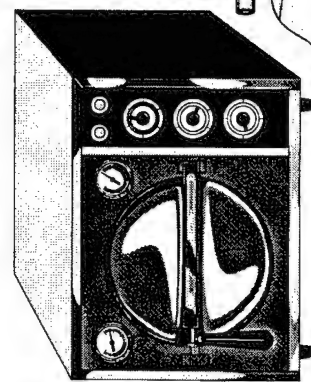
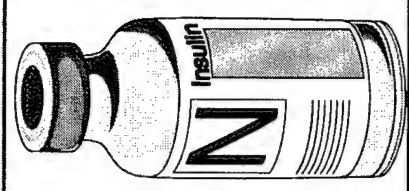
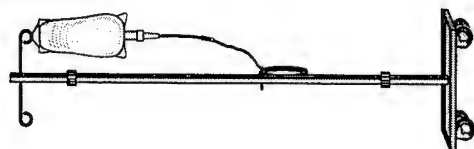


**“Seamless,
Flexible,
Information
Flow ...**

**... Anytime,
Anywhere,
Any Mission”**

LOGISTICS

- LACK OF CLASS VIII WAR RESERVES
- LACK OF POTENCY AND DATED MATERIEL
- SUSTAINMENT OF DEPMEDS

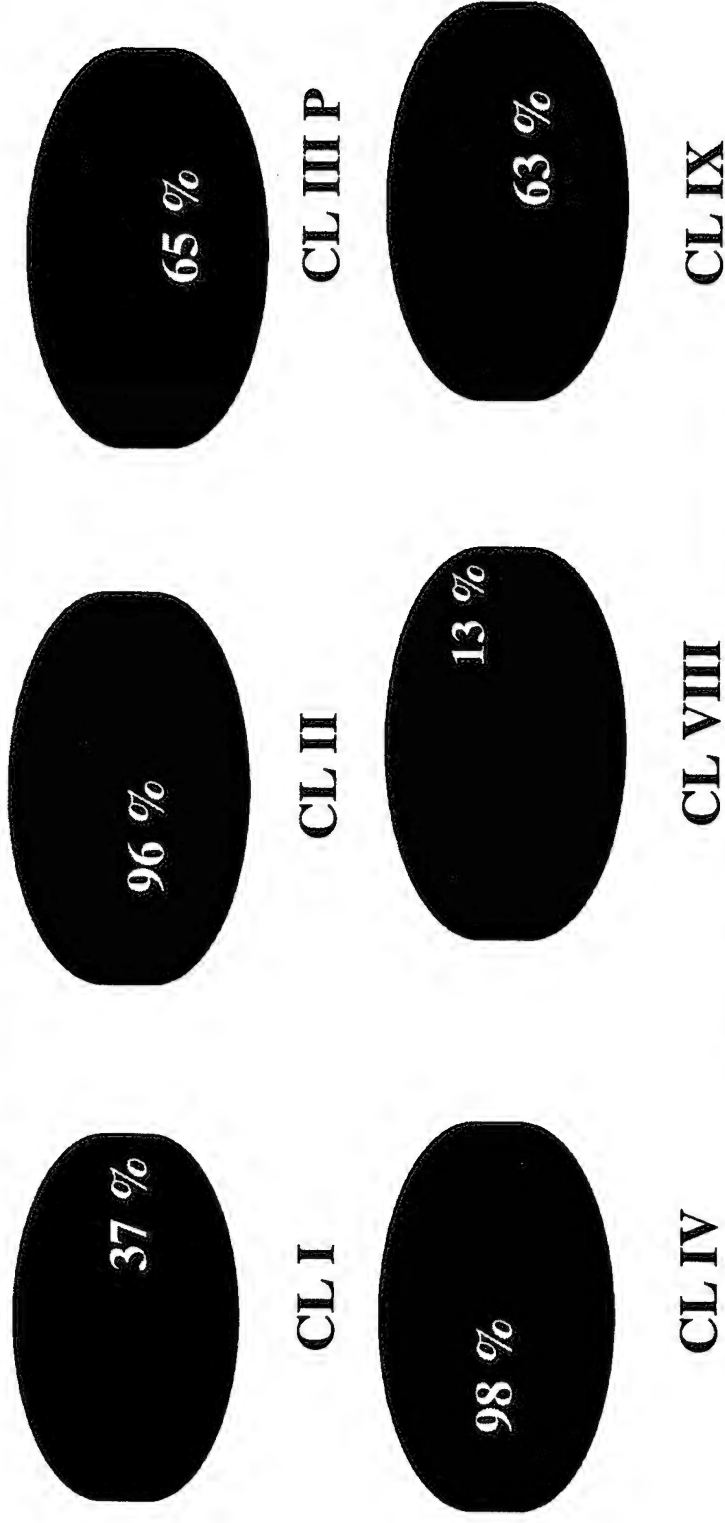


Near Term
97-99

Mid-Term
00-03

Far Term
04-12

ARMY WAR RESERVES SUSTAINMENT (AWR-S) STOCKAGE LEVELS (120 DOS FOR 2 MRC FORCE)



Green Indicates % On Hand

Note: Sustainment for Level I-IV

Source: Fiscal Year 1996 Army War Reserves Automated Process, DALO-SMW

CLASS VIII ARMY WAR RESERVES SUSTAINMENT (AWR-S) PROGRAM ASSETS

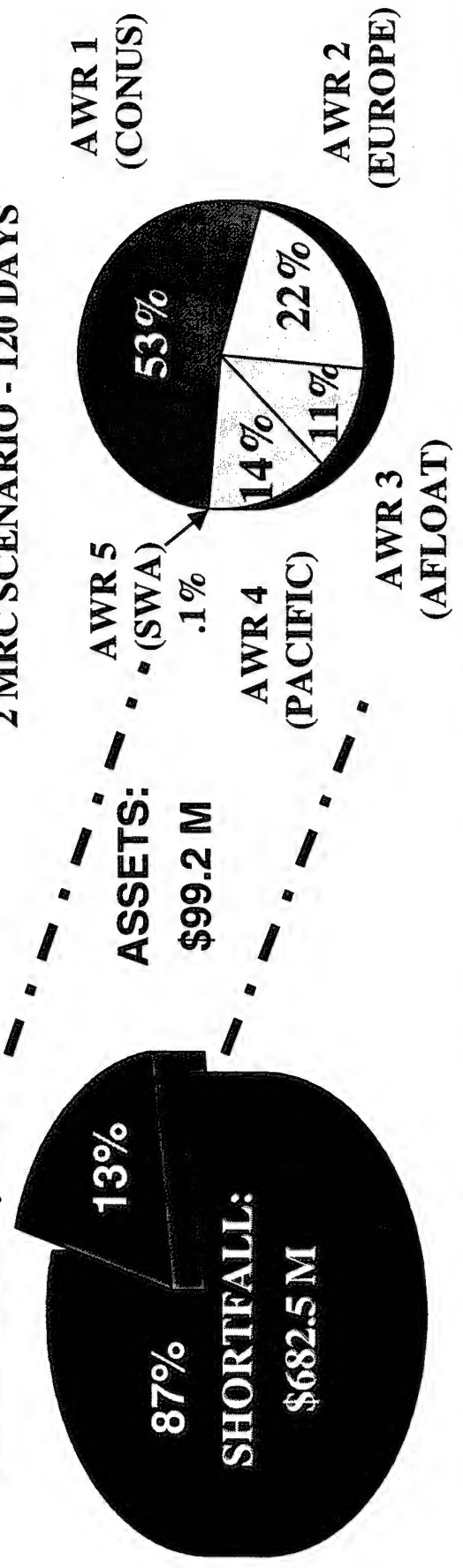
INITIAL		SUSTAINMENT COST				
	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
REQUIREMENT (\$)	782M	34M	34M	34M	34M	34M
PRE 1988 ASSETS (\$)	99M	<div>Maintenance of Stocks Warehouse Overhead Rotation of Stocks</div>				
CUM SHORTFALL (\$)	683M					

170M

Army Strategic Mobility Plan

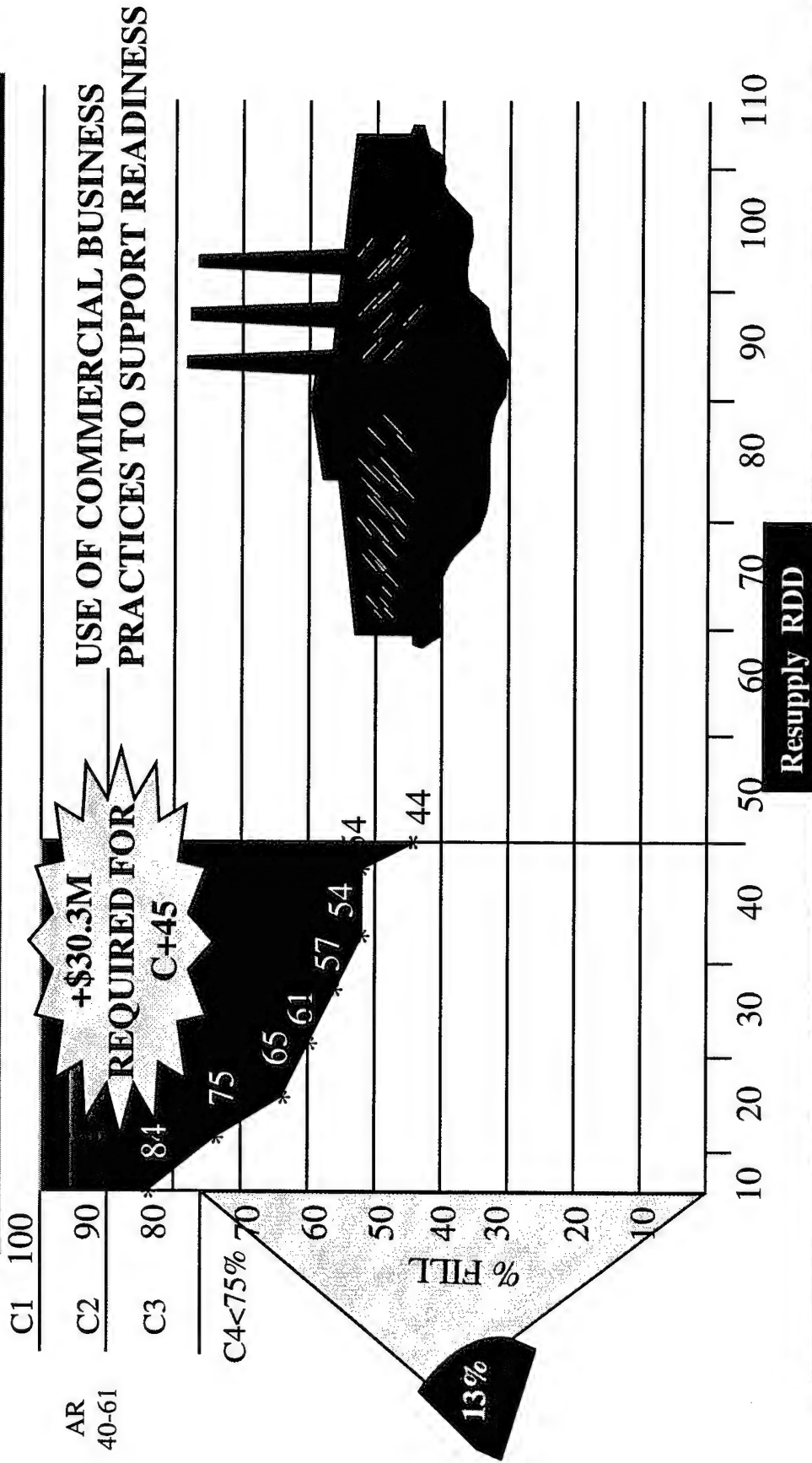
Army Strategic Mobility Plan
5 1/3 Divisions + CSS by C+75

2 MRC SCENARIO - 120 DAYS



Note: Requirement to Support dual MRC scenario from day 11 through day 120

AMEDD ANALYSIS FOR CLASS VIII WAR RESERVE SUSTAINMENT



Hospitals	4	5	8	12	14	14	14	14	14	14	14	14	17	17	18
DMSOs	1	1	1	1	3	3	3	3	3	3	3	3	5	5	5

SOURCE: SUSTAINMENT FLOW BASED ON WAR RESERVE FORCES LIST, DAMPL & ASMP

DEPLOYMENT & INITIAL SUSTAINMENT

Echelon - Above - Division (FY 98-03)

TAA-03 POM						TOTAL INITIAL &
<u>FY 98</u>	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>	<u>SUSTAIN</u> <u>SUSTAIN</u>

30 DAY	5.78M	1.27M	1.27M	1.27M	1.27M	6.32M	12.2M
--------	-------	-------	-------	-------	-------	-------	-------

45 DAY	14.43M	3.17M	3.17M	3.17M	3.17M	15.87M	30.30M
--------	--------	-------	-------	-------	-------	--------	--------

RECOMMENDATION:

- Provide \$12.2M in DBOF Obligation Authority to meet C+30 Class VIII sustainment requirements for FP I & II
- HQDA support Class VIII Vendor Managed Sustainment for FP I & II

POTENCY & DATED ECHELON-ABOVE-DIVISION (EAD) UNIT BASIC LOAD FORCE PACKAGES REQUIREMENTS

TYPE UNIT	FORCE PACKAGE 1	FORCE PACKAGE 2
VET DETACHMENT	2	4
EVAC BN	3	1
AIR AMB	7	6
GRND AMB	5	3
ASMB	2	3
FST	4	3
CSH	13	3
FLD		2
GEN		

On Hand
On Order

< 100%/No Contract

FY 98 - 03 COST OF INITIAL PROCUREMENT

**DEPLOYMENT &
CONTINGENCY RESUPPLY
Echelon-Above-Division (FY 98 - 03)**

AMEDD PLAN

	UNIT BASIC		CONTINGENCY	
	LOAD (10 DOS)		RESUPPLY (30 DOS)	
FY 98-03				
<u>FUNDING LEVEL*</u>	<u>FP 1</u>	<u>FP2</u>	<u>FP1</u>	<u>FP2</u>

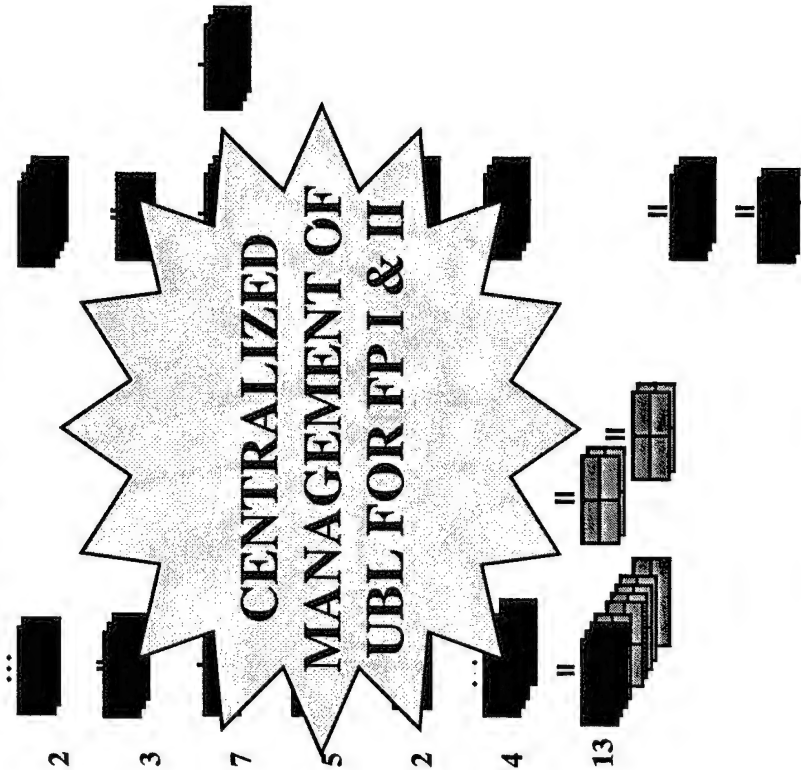
\$ 40.6 M	100%	100%	68%	0
-----------	------	------	-----	---

* INCLUDES PROCUREMENT & ANNUAL MAINTENANCE

ISSUE:

LACK OF POTENCY AND DATED MATERIEL IN DEPLOYABLE UNIT BASIC LOADS

FORCE PACKAGE 1 FORCE PACKAGE 2



RECOMMENDATION:

- Support current POM funding level
- HQDA support centralized management of P&D requirement

DISCUSSION:

- AR 40-61 tasks non-caretaker AC medical units to maintain complete UBLs for P&Ds
- Units cannot adequately fund, store, or rotate P&D's in UBLs
- USAMMA developing expanded central procurement and management program for P&D requirements for EAD units in Force Package I & II
- Failure to provide AWR Obligation Authority diverts UBL resources to sustainment

NUMBER AND LOCATION OF ARMY DEPLOYABLE MEDICAL SYSTEMS (DEPMEDS) HOSPITALS

EUROPE: 2 AC (4 AWR-OP Requested)

FP 1 - 13 CSHs
FP II - 3 FLDs
2 GENs



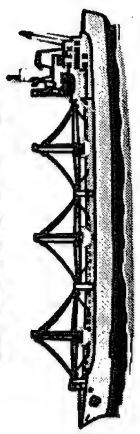
CONUS

- 12 AC (Less MASHs)
- 37 RC (DDOU)
- 6 Training Base

PACIFIC: 1 AC
(Less MASH) &
5 AWR-OP

AFLOAT:

2 AWR-PS



SWA: 2
AWR-OP

Legend:

- Defense Depot Ogden, Utah (DDOU)
- Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

52 End State (AC & RC)
6 Tng Base
13 AWR
71 **TOTAL**

DEPLOYABLE MEDICAL SYSTEMS SUSTAINMENT FUNDING

5-Year Regeneration Cycle of Hospitals (FY 98-03)

TAA-03

MRI

	FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
--	-------	-------	-------	-------	-------	-------	-------	-------

REGENERATION REQUIRED	14	14	14	14	15	14	14	14
--------------------------	----	----	----	----	----	----	----	----

REGENERATION FUNDED (POM)	1.5	.75	.85	1.3	1.3	1.3		
------------------------------	-----	-----	-----	-----	-----	-----	--	--

REGENERATION BACKLOG	12.5	25.75	38.9	51.6	65.3	64.0		
-------------------------	------	-------	------	------	------	------	--	--

REGENERATION REQUIRED (\$ M)	\$66.0	\$68.0	\$70.0	\$72.1	\$78.3	\$76.6		
---------------------------------	--------	--------	--------	--------	--------	--------	--	--

FUNDED (\$ M)	\$16.4	\$13.2	\$13.4	\$15.1	\$15.1	\$15.1		
---------------	--------	--------	--------	--------	--------	--------	--	--

UFR (\$ M)	\$49.6	\$54.8	\$56.6	\$57.0	\$63.2	\$61.5		
------------	--------	--------	--------	--------	--------	--------	--	--

(CULM UFR)	(\$49.6)	(\$104.4)	(\$161.0)	(\$218.0)	(\$281.2)	(\$342.7)		
------------	----------	-----------	-----------	-----------	-----------	-----------	--	--

NOTE: - Med Mat Sets (MMS) Only

- \$ 4.0 Million Per Hospital for Regeneration with Annual Inflation Based on POM Rates

DEPLOYABLE MEDICAL SYSTEMS (DEPMEDS) HOSPITALS FOR FP I & II PLUS

EUROPE: 4 AWR-OP (Requested)



CONUS

- FP I - 13 CSHs
- FP II - 3 FLDs
- 2 GENs
- 6 Training Base



SWA: 2

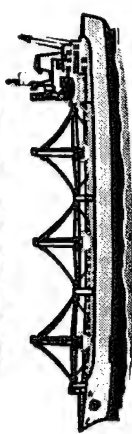
AWR-OP

PACIFIC: 5

AWR-OP

AFLOAT:

2 AWR-PS



Legend: - Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

18 FP I & II (AC & RC)
6 Tng Base
13 AWR
37 TOTAL

DEPLOYABLE MEDICAL SYSTEMS SUSTAINMENT FUNDING
8-Year Regeneration Cycle of Hospitals (FY 98-03): FP I & II Plus

TAA-03

MRI



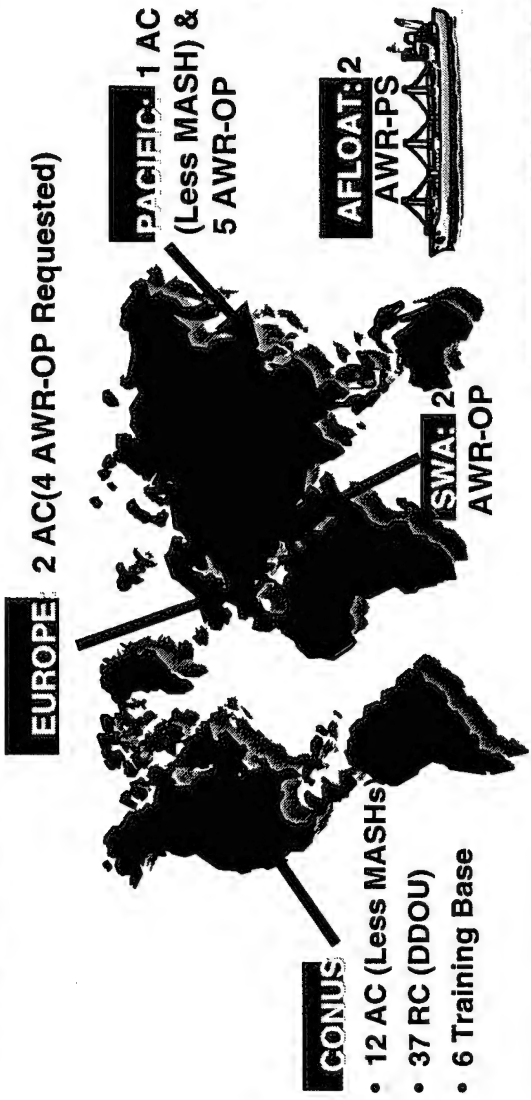
	<u>FY 98</u>	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>
REGENERATION REQUIRED	5	5	5	5	5	4	4	4
REGENERATION FUNDED (POM)	1.5	.75	.85	1.3	1.3	1.3		
REGENERATION BACKLOG	3.5	7.75	11.9	15.6	19.3	23.0		
REGENERATION REQUIRED (\$ M)	\$30.0	\$50.9	\$31.8	\$32.8	\$33.8	\$30.8		
FUNDED (\$ M)	\$16.4	\$13.2	\$13.4	\$15.1	\$15.1	\$15.1		
UFR (\$ M)	\$13.6	\$17.7	\$18.4	\$17.7	\$18.7	\$15.7		
(CULM UFR)	(\$13.6)	(\$31.3)	(\$49.7)	(\$67.4)	(\$86.1)	(\$101.8)		

NOTE: - Med Mat Sets (MMS) Only

- \$ 4.0 Million Per Hospital for Regeneration with Annual Inflation Based on POM Rates

ISSUE:

SUSTAINMENT OF DEPMEDS



52	End State (AC & RC)
6	Tng Base
13	AWR
71	TOTAL

Legend:

- Defense Depot Ogden, Utah (DDOU)
- Army War Reserves - Operational Project (AWR-OP)
- Army War Reserves - Prepositioned Sets (AWR-PS)

RECOMMENDATION:

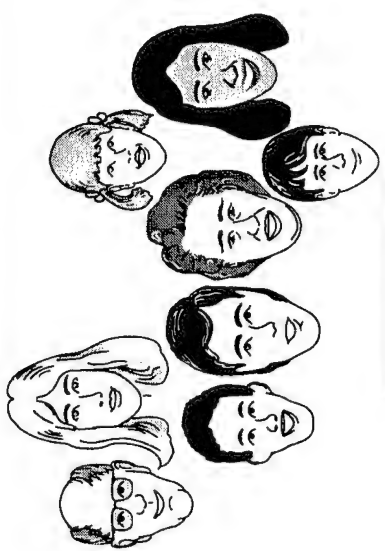
- ARMY and DLA reengineer sustainment/modernization process
 - Provide \$101.8M to support the 8 year regeneration cycle for 37 hospitals in FP I & II
- Plus

DISCUSSION:

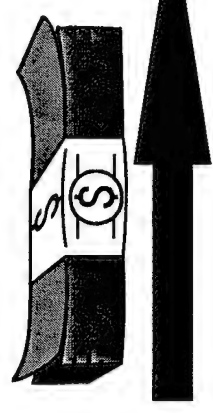
- Sustainment/Rebuild started after ODS as key medical readiness initiatives
- USAMMA and DOD/MRSP call for sustainment and modernization of DEPMEDS hospitals every 5 years
- Funding currently supports sustainment of approximately 2 DEPMEDS hospitals annually
- Funding shortage aggravated by DLA's cost increases

DENTAL

• RECRUITMENT AND RETENTION OF
COMPANY GRADE DENTIST
Soldiers



Near Term
97-99



Mid-Term
00-03



Far Term
04-12

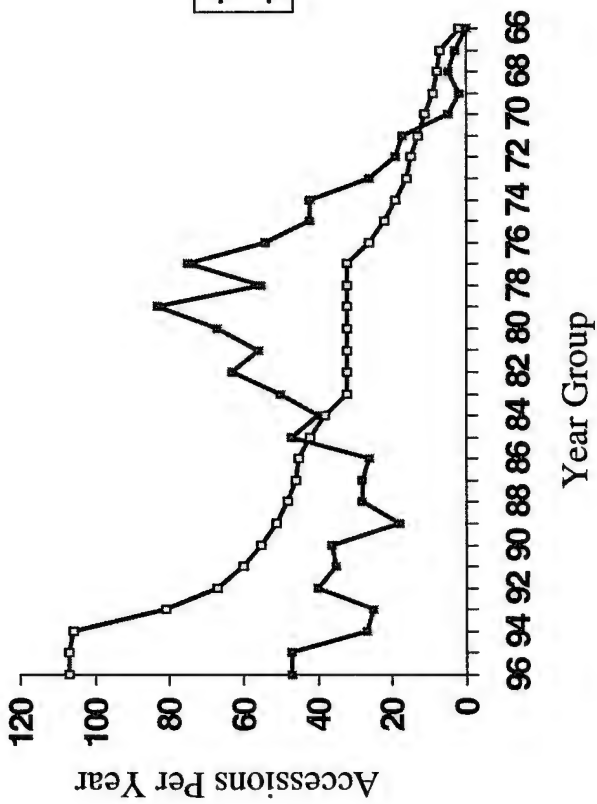


ISSUE:

RECRUITMENT AND RETENTION OF COMPANY GRADE DENTAL OFFICERS

DISCUSSION:

- Increased attention to recruiting to include sending Dental Corps officers to school was ineffective.
- USAREC recruiting unsuccessful.
- HPSP successful but not enough
- \$30K pay packages approved for 70 new accessions for one year, awaiting DOD instructions
- Current HPSP is 95 man-years
- Need to increase to 294 man-years
- Need 108 Accessions per year for 15 years

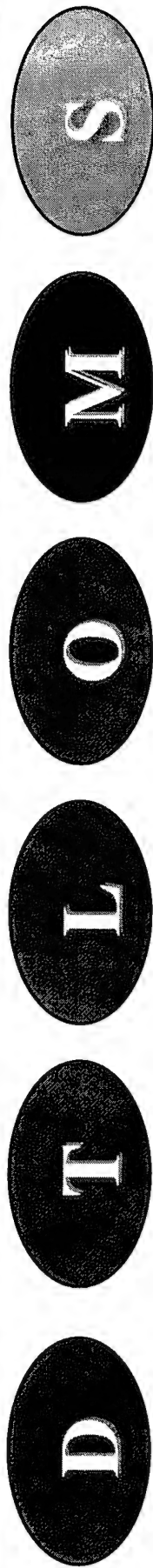


RECOMMENDATION:

- OCAR (\$30.0M) and ASD (HA) (\$56.6M) Fund 294 man years of HPSP for Army Dental Corps

EXECUTABILITY ANALYSIS

SUMMARY



TOP PRIORITIES

EVACUATION

C4I

LOGISTICS

DENTAL

<u>CURRENT (FY97-99)</u>	<u>MID TERM (FY00-03)</u>	<u>FAR TERM (FY04-12)</u>
RED	RED	RED
RED	AMBER	AMBER
RED	RED	RED
RED	AMBER	AMBER

WORKING CONCERNS TAKEN ON BY DCSOPS

CONCERN:

DA System does not acknowledge derivative UICs for units split between installations

Current Status:

DA DCSOPS seeking modification to Army Force Structure and Manpower Accounting System (SAMAS) and the Army Authorization Documentation System (TADDS)

CONCERN:

The Army System does not permit a single authorization document for mixed (blended) unit (AC/RC) MTO&Es or TDAs

Current Status:

DA DCSOPS developing concept plan for ARSTAF and MACOM review and subsequent HQDA approval by June 1997

INITIATIVE

*Determine Disease, Non Battle Injury (DNBI),
Combat Stress Rates in Context of TAA 05*

DNBI PANEL

HAITI

ODS

BOSNIA

HEALTH
INFRASTRUCTURE

LOCATION
OF THE AREA OF
OPERATIONS

- U.S. MILITARY UNITS
- HOST NATION
- CIVILIAN CONTRACT

INITIAL
HEALTH OF THE
FORCE

LOCAL RISK
FACTORS

5 YEAR DNBI
AVERAGE
FOR EUROPE

- DISEASES
- HEAT
- COLD

NEW RATES

DNBI
COMBAT STRESS
OPERATIONAL STRESS
RATES

Current Status:

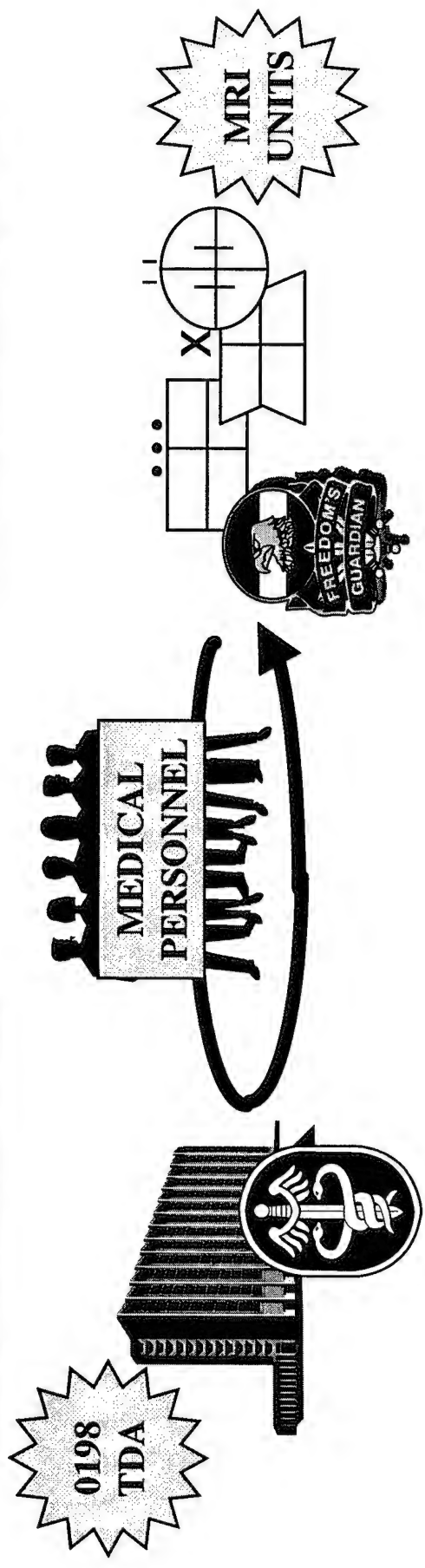
AMEDDC&S study underway to update DNBI rates

INITIATIVE

*Embedding MTOE Personnel into TDA
Medical Structure To Optimize Medical Skills
Training and Utilization of Medical Manpower*

TDA UNITS - MISSION
AND AUTHORIZATIONS
DRIVEN BY SUPPORTED
POPULATION

MTOE UNITS - MISSION
AND AUTHORIZATIONS
DRIVEN BY CINC
REQUIREMENTS



Current Status:

MEDCOM PAT studying options

TOE/TDA Integration

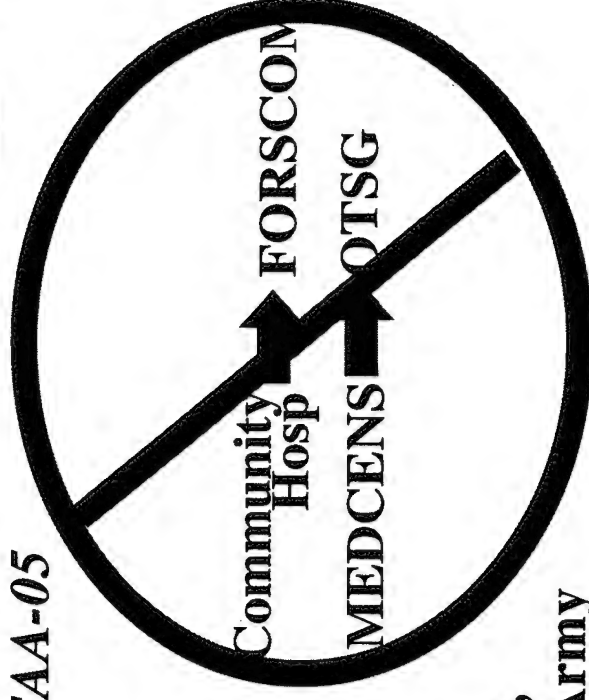
- Concepts of TOE and TDA are Too Restrictive
- Need new Organization--neither TOE nor TDA
- Need a Modular Organization

But...

- *Must overcome Issues of Resourcing & C2*
- *Must maintain access to Quality Health Care*
- *Must consider Implications of MRI & TAA-05*
- *Must consider Risk to Readiness*

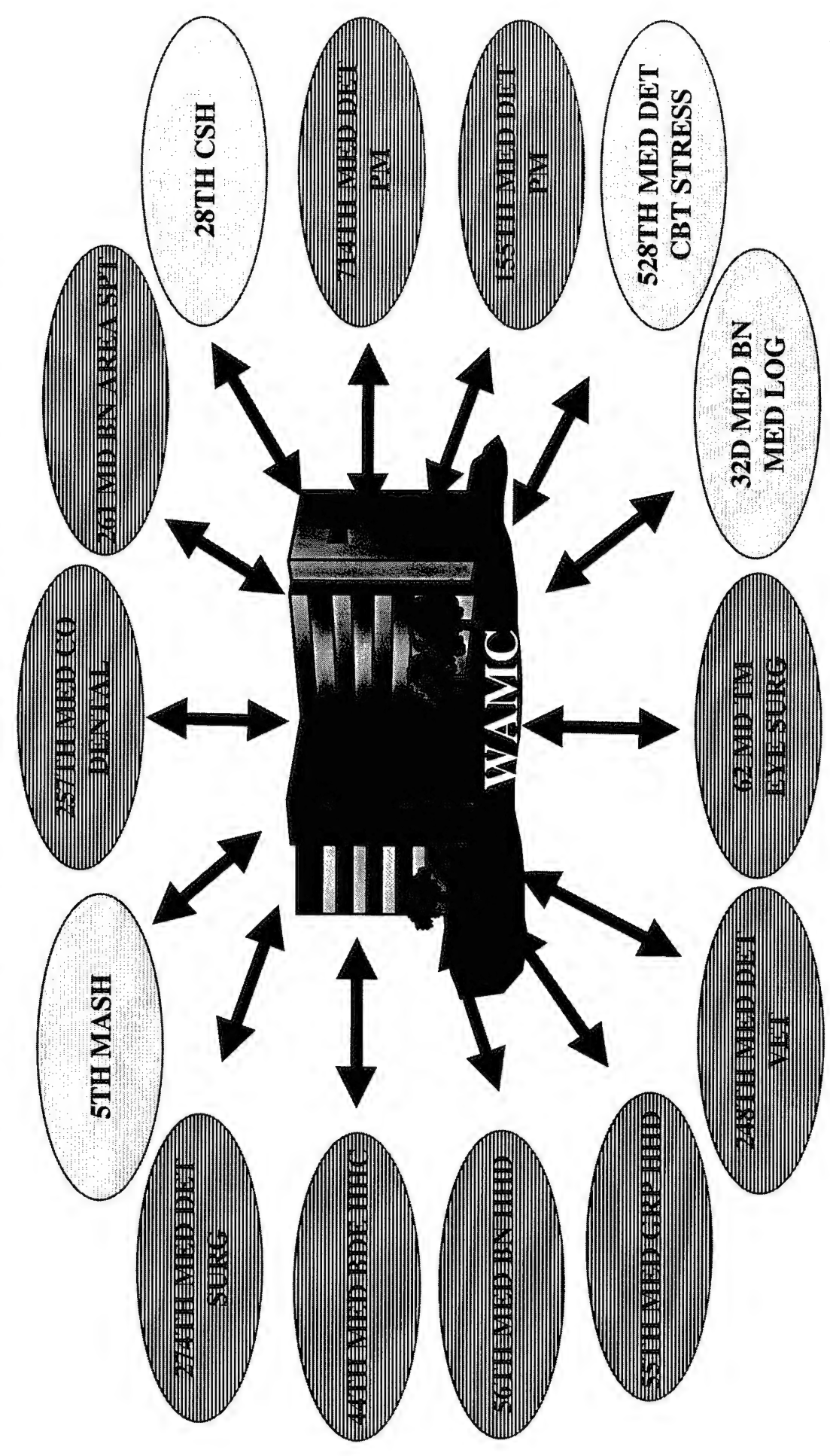
Who Pays?
Army or DHP

Who Commands?
FORSCOM or MEDCOM



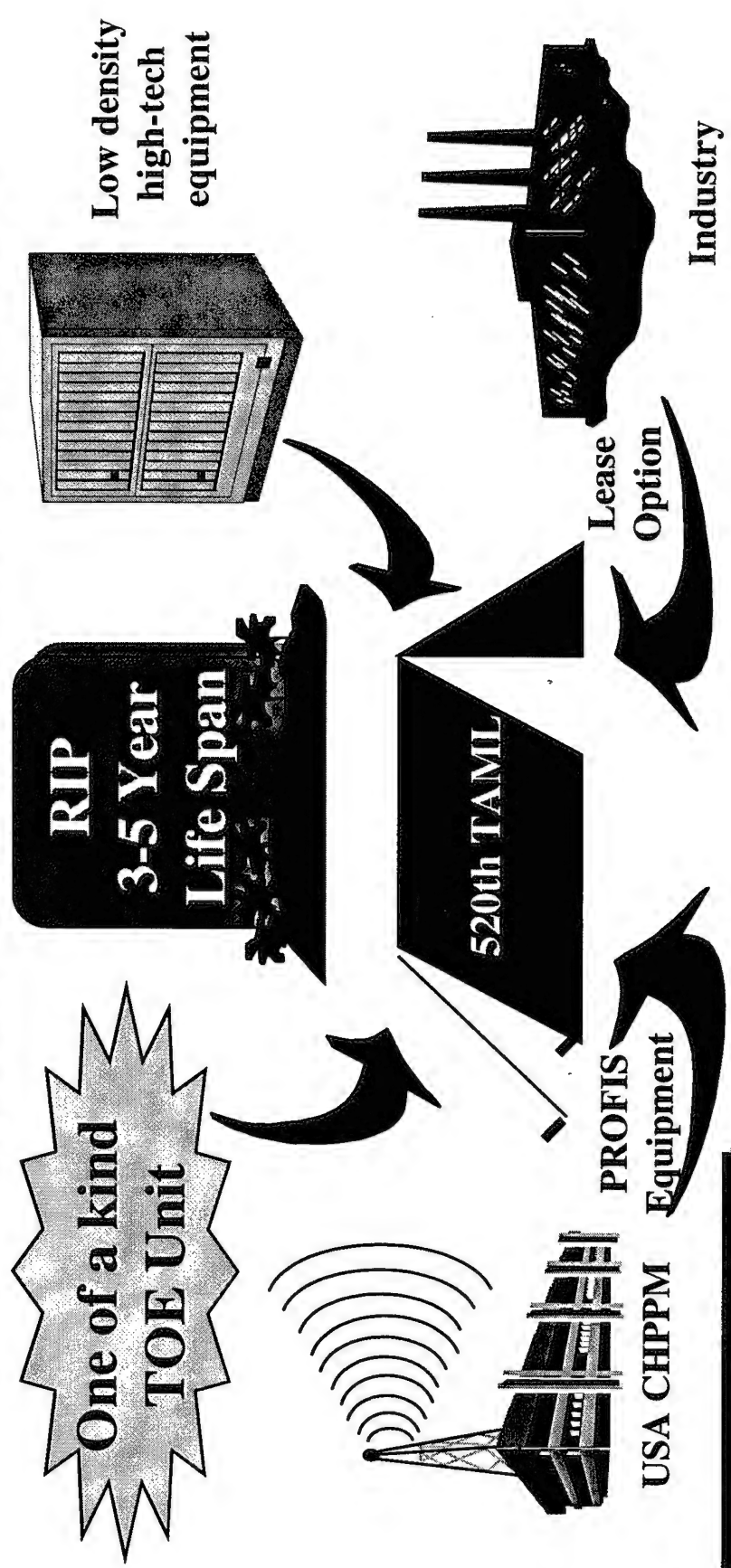
- **BOTTOM LINE:** Too complex and too important to make quick decision
- Recommend further Study by DA DCSOPS, FORSCOM, MEDCOM, and others to get right answer for the Army

WAMC/Fort Bragg MTOE Units



INITIATIVE

*Acquisition, Use and Replacement of
High Technology Equipment in
Specialized Medical Units (520Th TAML)*



Current Status:

- Concept to Lease High Tech Equipment Under Review by MEDCOM DCSLOG
- Other Options Under Review Include ‘Profising’ of Equipment

INITIATIVE

Development of Army Wide System to Standardize Report for Soldier's or Unit's Medical Readiness or Status for Deployment



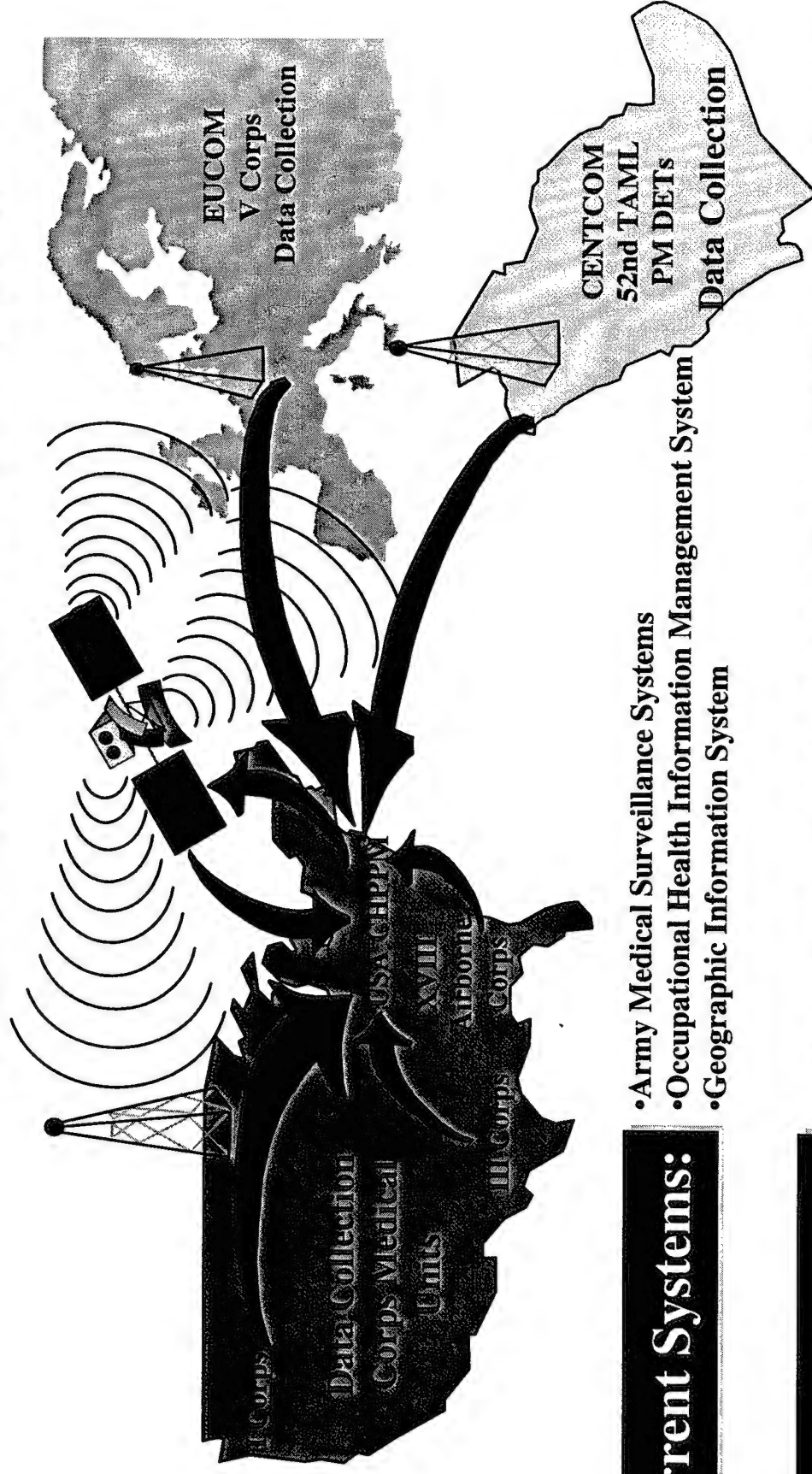
Customer's Requirements:
Shots Glasses
Panorex Dental
Mask Inserts Profiles

Current Status:

MEDCOM PAT to find AMEDD solution to standardize soldier readiness

INITIATIVE

Develop Worldwide Near Term Medical Surveillance and Reporting Systems to Provide Commanders With Current Health Profiles



Current Systems:

- Army Medical Surveillance Systems
- Occupational Health Information M
- Geographic Information System

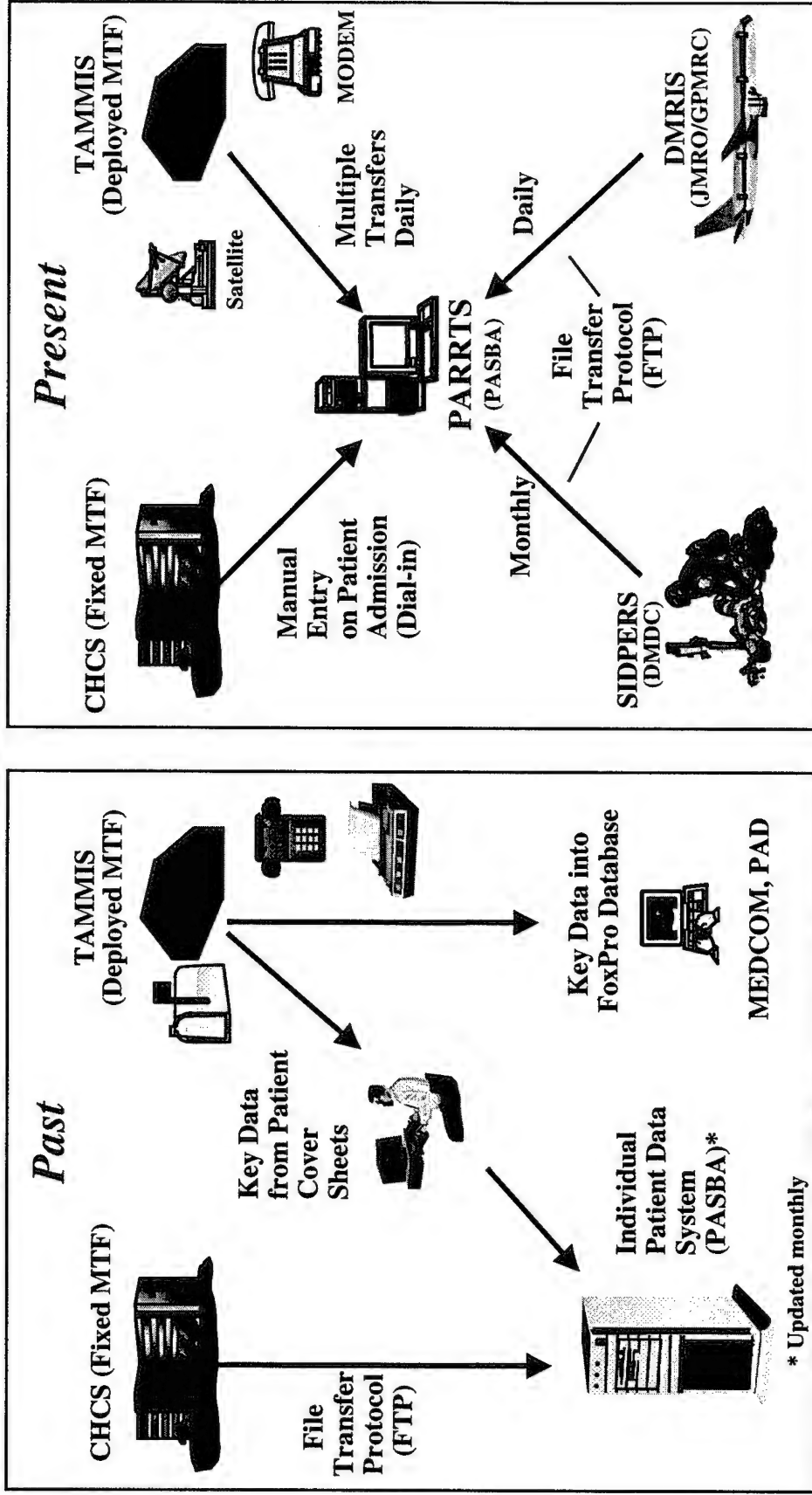
Current Status:

Software system under development for joint, pre-deployment, deployment, and post-deployment phases of an operation

INITIATIVE

Patient Accounting & Reporting Realtime Tracking System (PARRTS)

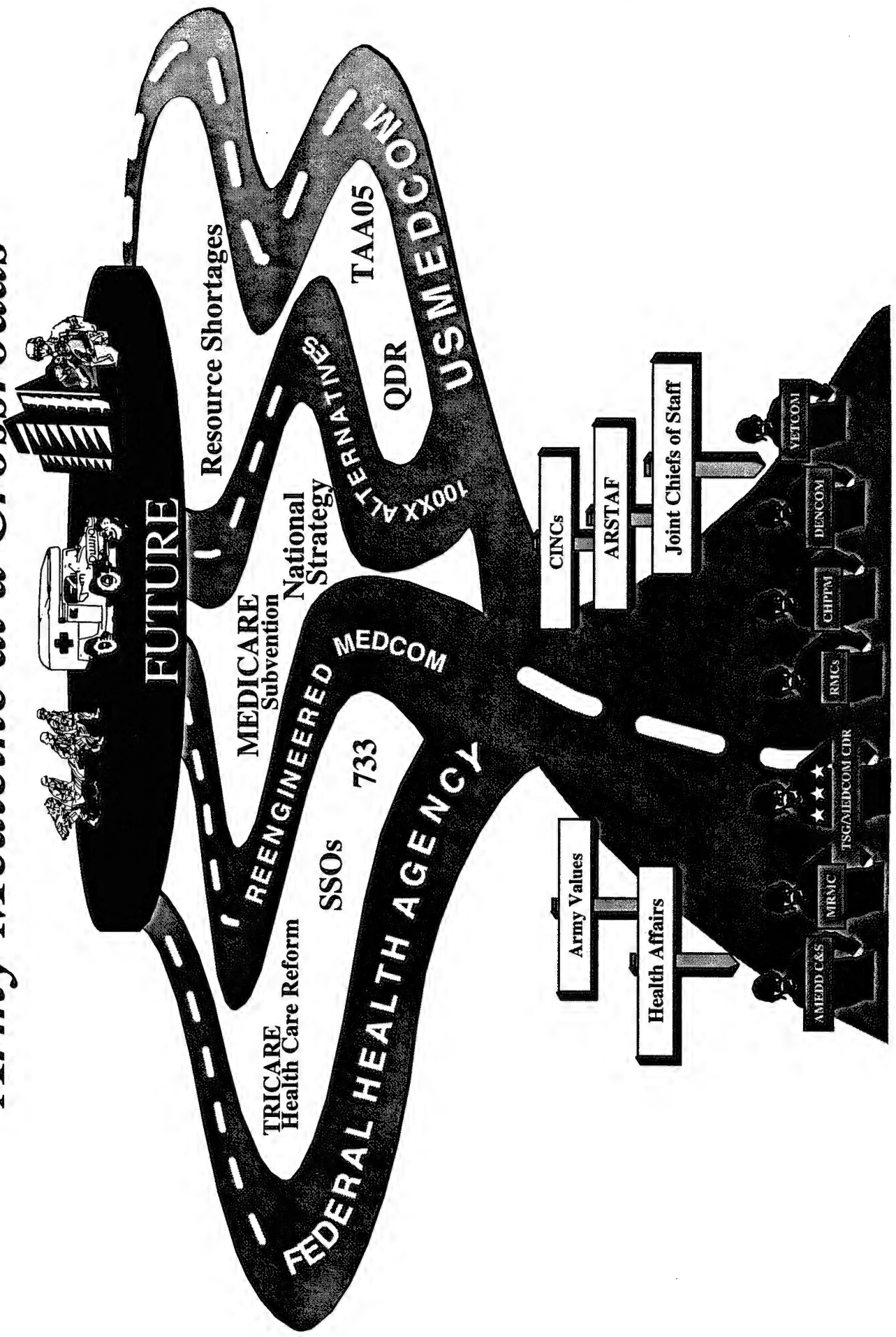
Patient Administration Systems and Biostatistics Activities (PASBA), Fort Sam Houston, Texas



Current Status:

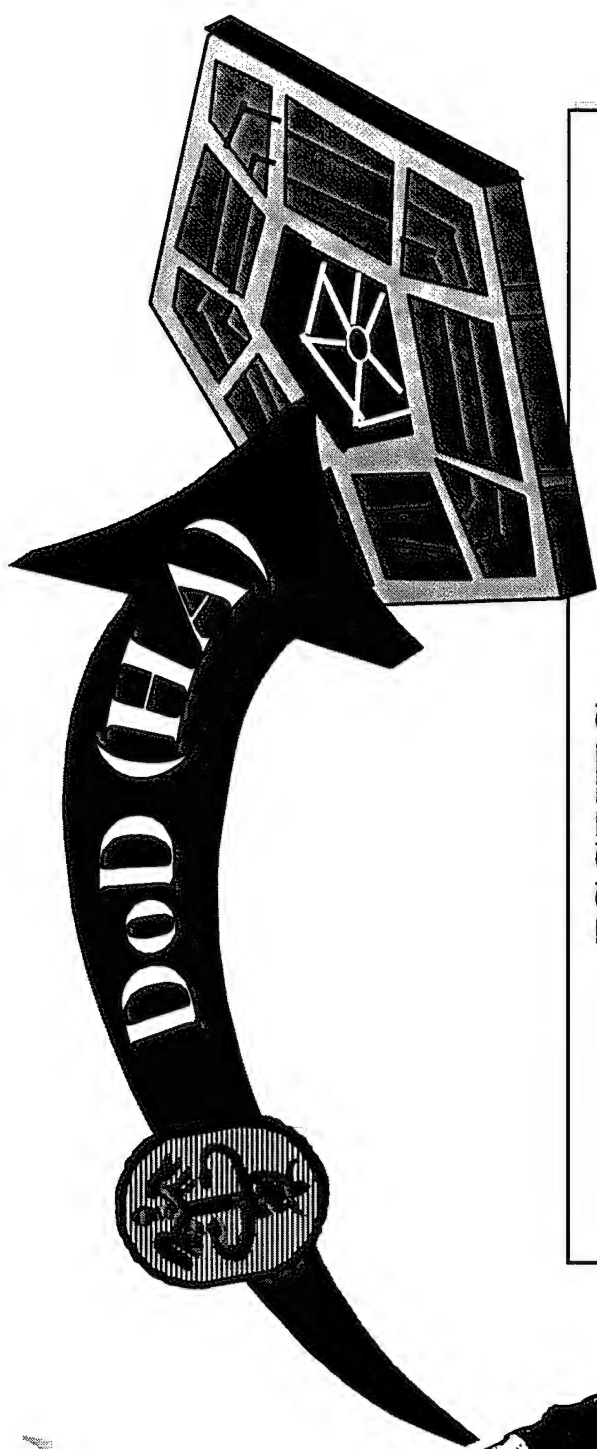
- PASBA is Consolidating Data from Existing Inpatient Data Collection Systems
- DMRIS Data is Used to Obtain Advanced Notice of Target Destination for EVACs

Army Medicine at a Crossroads



Extant Organization

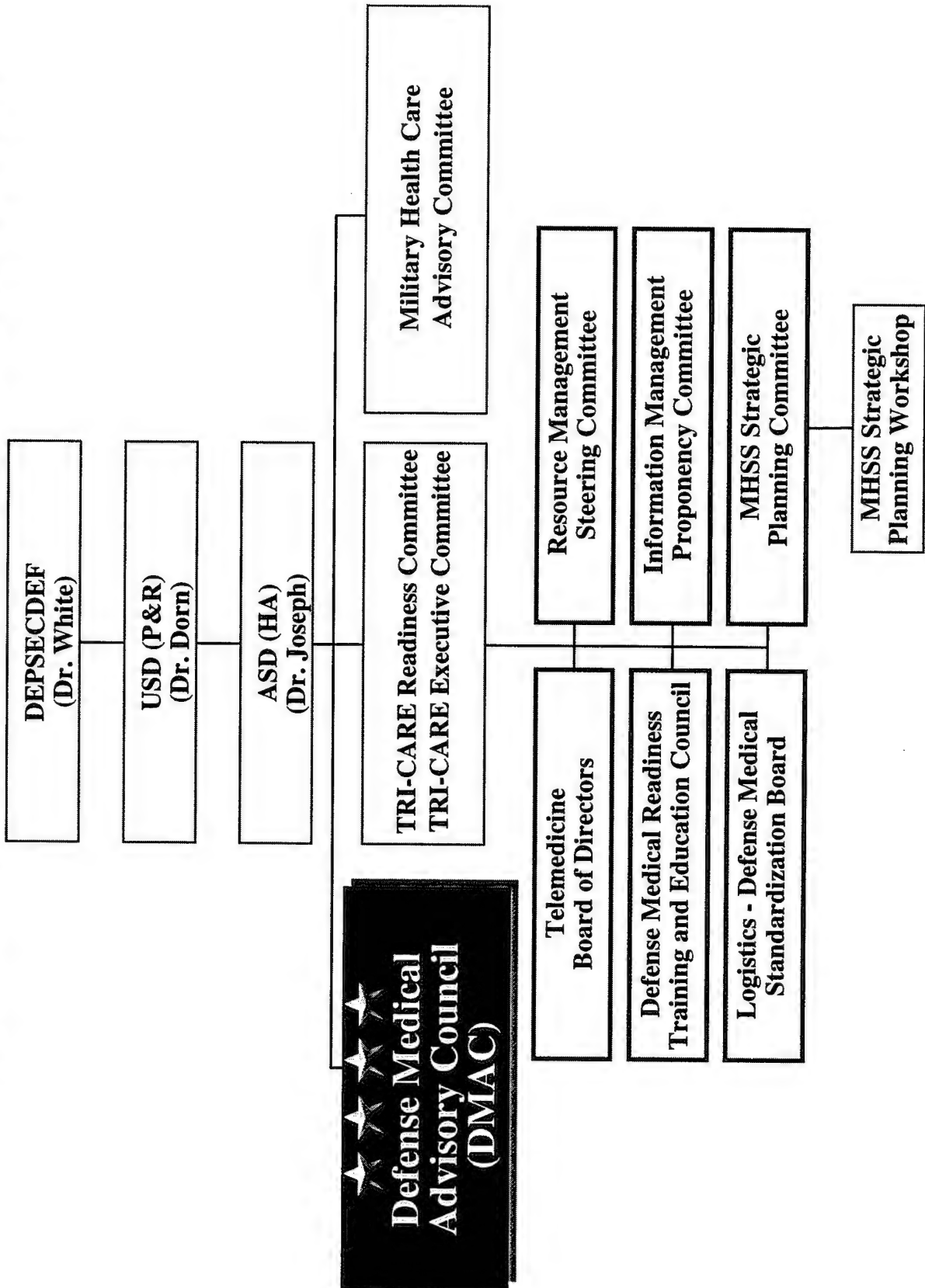
TOTAL
ARMY



ISSUES

- DHP Fences
- Small Hospital Study
- TRICARE Contracts
- AFMRDA
- DMRTI
- Operational vs Policy
- Minimal Service Staffing of Actions

Perception of Command by Committee



FAA Requirements

**Intermediate Milestones
for each Proposal**



At least 3 Alt Organizations

**One must be
Significantly
Smaller**

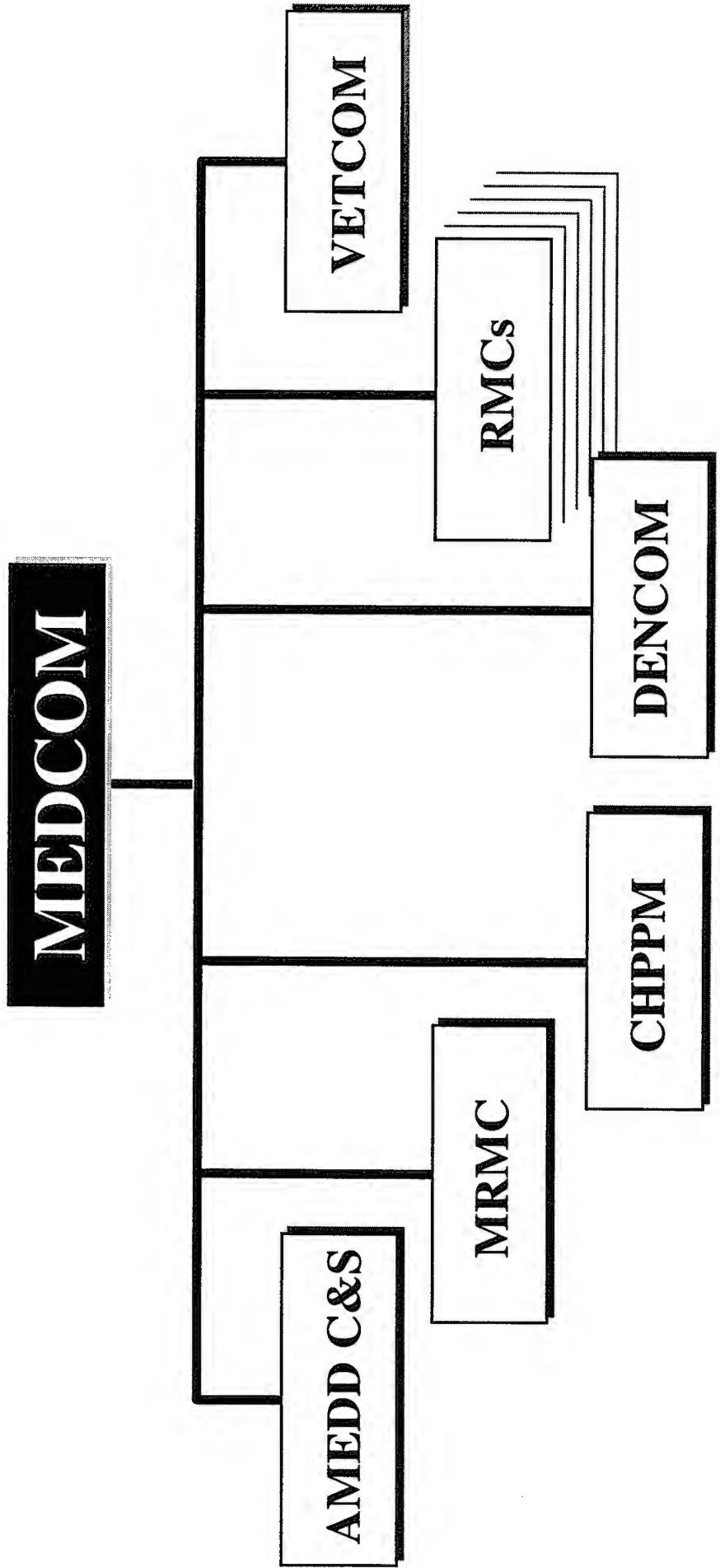
**One must
Represent a
Total Revision**

**Show Advantages,
Disadvantages
& Cost Analysis**



**Experimentation Plan
for each Proposal**

Alternative #1-Specialized Command



MEDCOMs Ongoing Total Quality Improvement Efforts



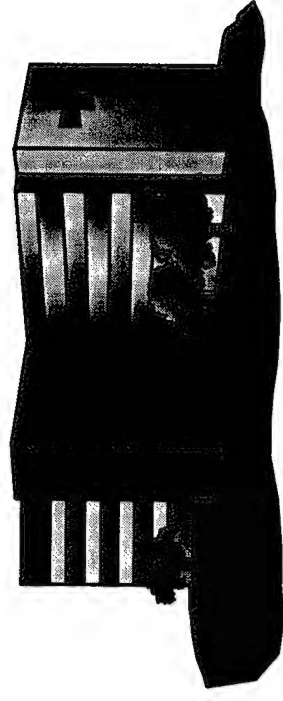
- Reengineer/Streamline MEDCOM HQs
- Reduce CONUS RMCs
- Align RMCs with Combat Corps
- Rightsize GME
- Privatize where Cost-Effective
- Study Small Hospitals for Downsizing to Clinics
- Stress Utilization Management/Quality Management
- Implement IM/IT Improvements
- Consider Integration of Field Units into MEDCOM Hospitals
- Pursue Medicare Subvention
- Continue Leveraging Technology

DoD(HA) Small Hospital Analysis

- Eliminates Inpatient Services; Expands Clinic Hours and Capabilities
- ASD(HA) Proposal Ignored Readiness and Mission Needs, Geographic Remoteness and Quality of Life Impacts
- Facilities under Consideration:
 - FT Eustis, FT Huachuca, FT Irwin,
 - FT Leavenworth, Redstone Arsenal, FT Riley,
 - FT Rucker, FT Wainwright and West Point
- ASD(HA) Estimated \$12 Million Net Savings
- Concept Staffed thru Installations, MEDCOM, MACOMs and the ARSTAF
- PBD 041 converts Redstone & Leavenworth only
- Army non-concurred

End Strength Savings Estimates

PBD 041	--34 Off, 69 Enl
MEDCOM	--7 Off, 40 Enl



AMEDD Command & Control Structure

Authorizations			
		1993	1997
OTSG	128		
HPSA	297	425	96
HSC		420	0
MEDCOM		0	407

TOTAL

845

503

-40%

HQ MEDCOM Manpower

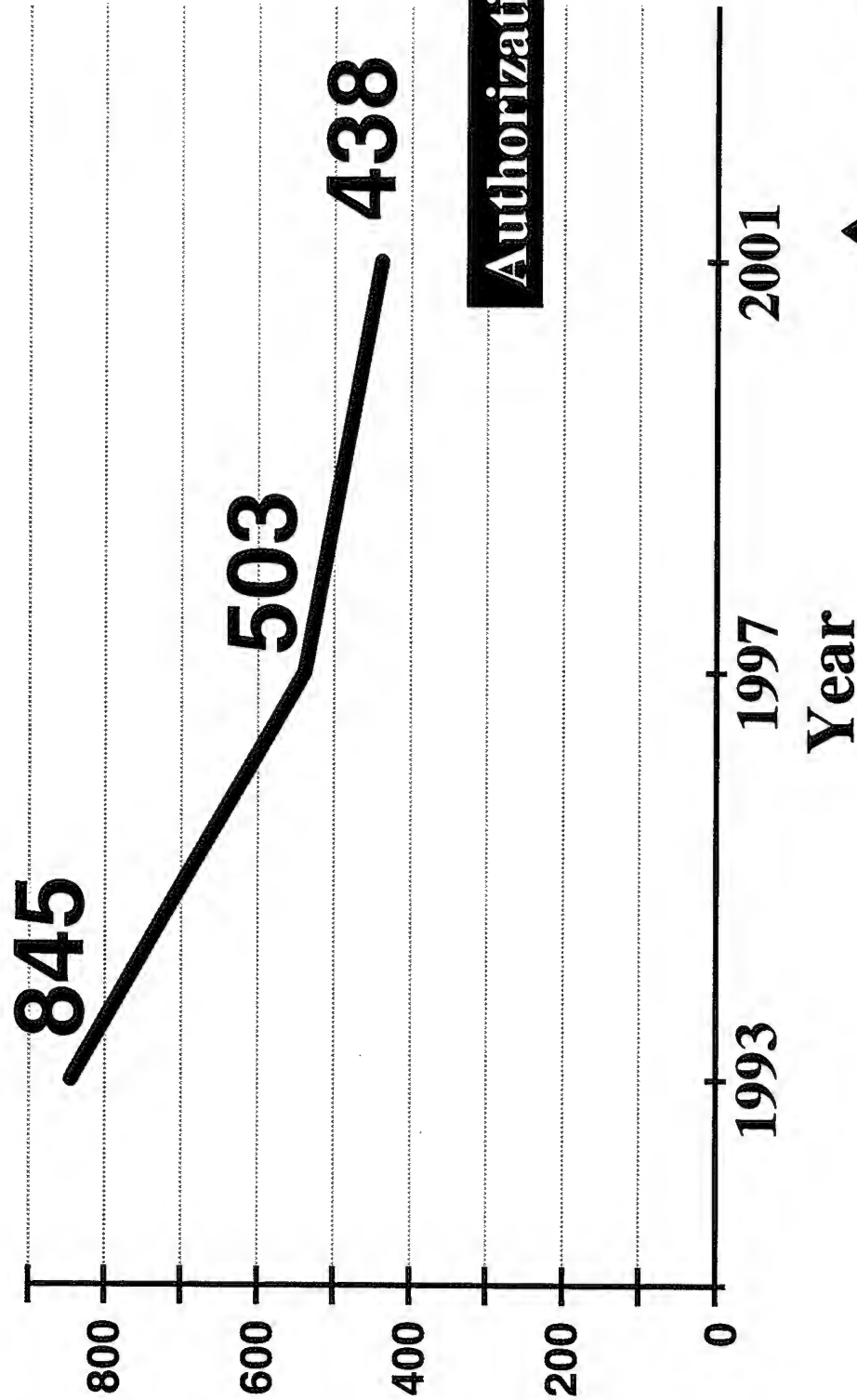
OTSG	1997	1998	1999	2000	2001
MIL	51	46	46	46	46
CIV	45	39	30	28	26
TOTAL	96	85	76	74	72
MEDCOM					
MIL	135	123	120	119	118*
CIV	272	258	254	251	248**
TOTAL	407	381	374	370	366
GRAND TOTAL	503	466	450	444	438

* 14 of 17 Mil are realignments; 3 of 17 Mil are reductions.

** 9 of 24 Civ are realignments, 15 of 24 Civ are reductions.

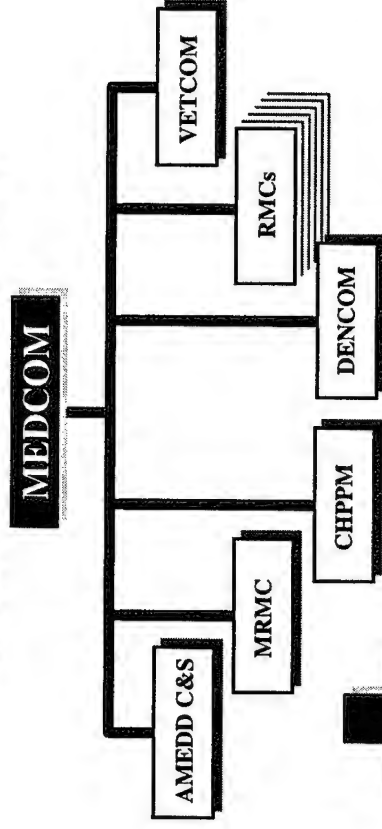
-13%

Command & Control Reductions



$$\Delta = -44\%$$

Alternative #1



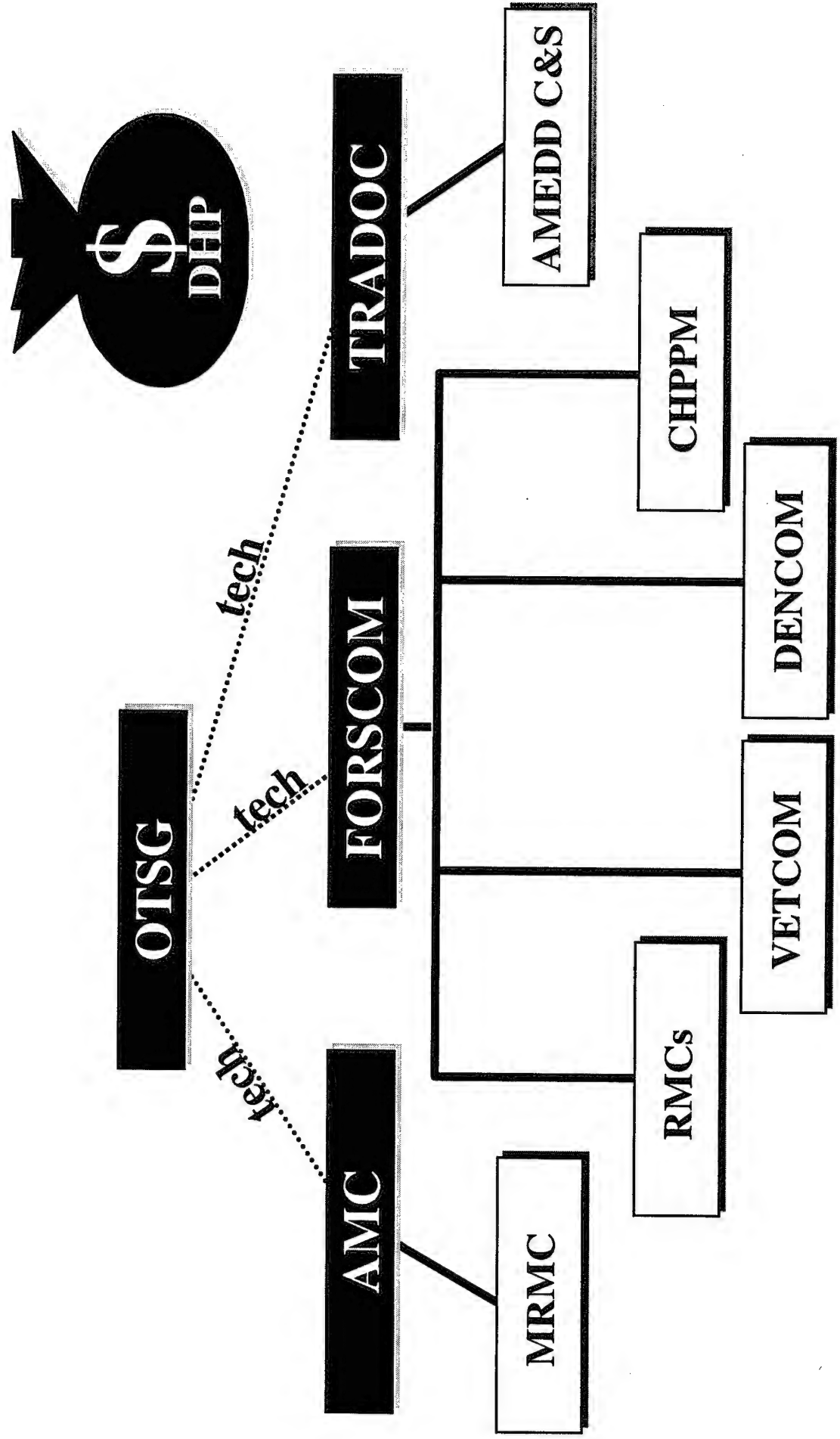
Advantages

- Reduces MACOMS
- Unity of Command
- Senior AMEDD Officer in Charge
- Streamlined Command & Control
- Economies & Efficiencies Derived from Matrix Organization
- Single AMEDD Champion (SME ADVOCATE)
- Tried & Proven

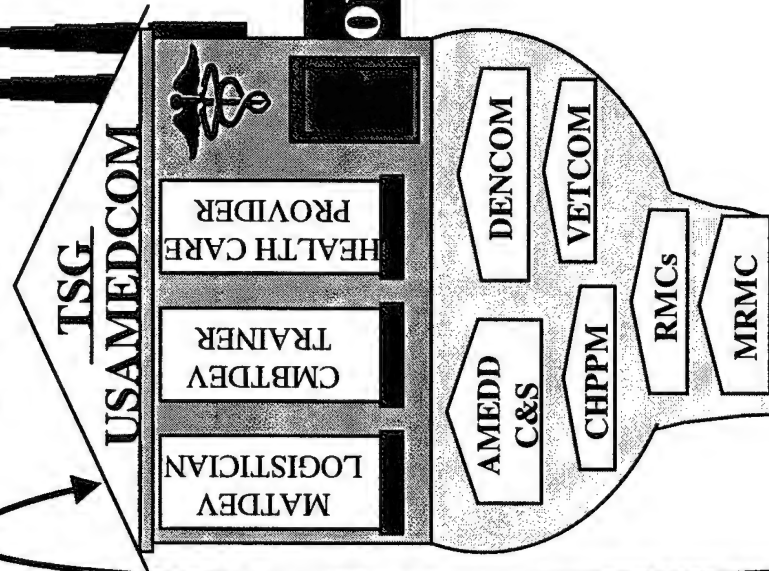
Disadvantages

- Savings already Realized-Minimal Additional Manpower or Dollar Savings to Army
- AMEDD Product Lines not Aligned with Army Product Lines

Alternative #2- Disestablish MEDCOM

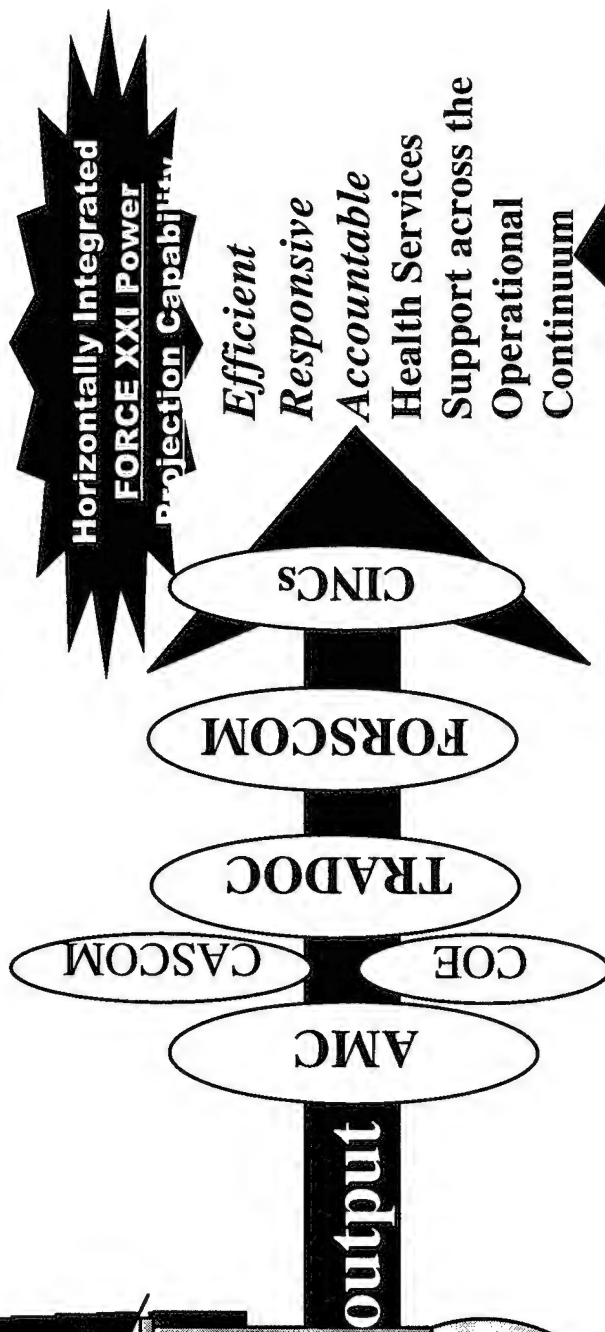
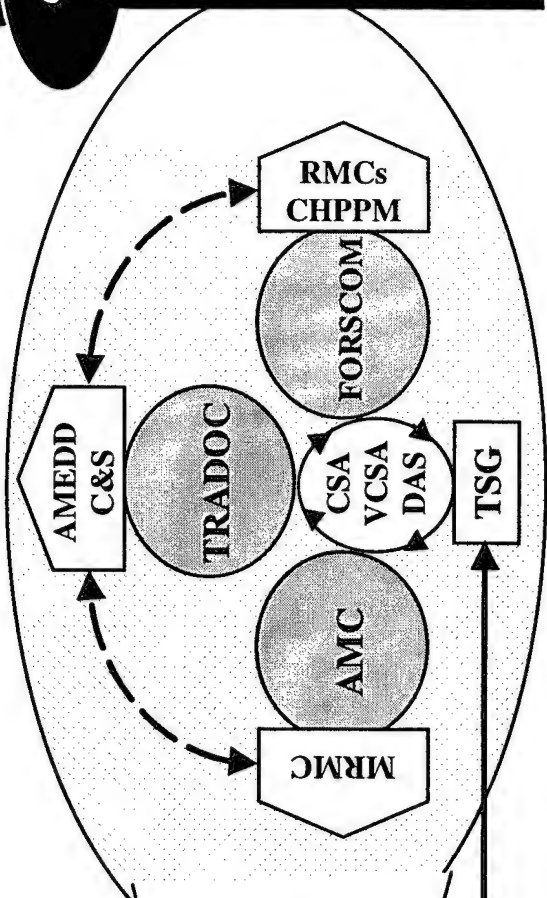


TODAY



CSA
Public
Congress
CSA
ASD(HA)
Service Members
Beneficiaries

OPTION #2



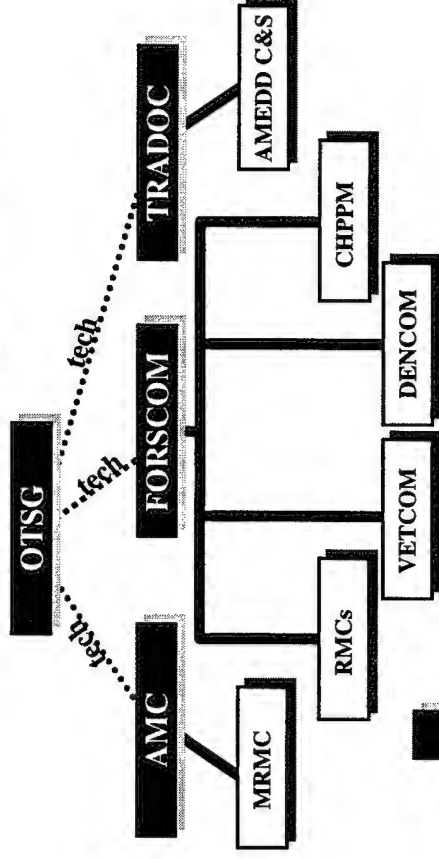
Horizontally Integrated
FORCE XXI Power
Projection Capability

*Efficient
Responsive
Accountable*
Health Services
Support across the
Operational
Continuum

Alt #2 Summary

??
TOMORROW

Alternative #2



Advantages

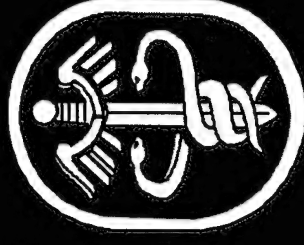
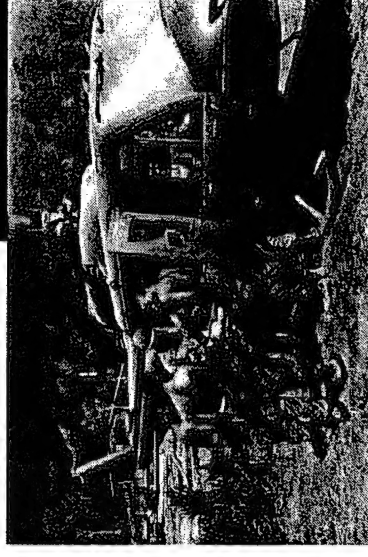
- AMEDD Product Lines Aligned with Army Product Lines
- Reduces MACOMs
- Three-4 Star Advocates
- In Line with 100-XX Approach

Disadvantages

- Breaks up Integrated System
- No Unity of Command
- Increased Need for Coordination
- Would Require Growth of OTSG
- No Savings-Possible Growth Required
- Reduces Synergistic Effects

Historical Perspective

- Prior to 1973:
 - Army Community Hospitals with 2 separate MACOMs
 - Medical Centers C2 with OTSG
 - No centralized management
 - No clear oversight of practice standards
 - TSG held responsible with no authority
- Health Services Command was the result of the 1972 Comptroller of the Army study, "Analysis of CONUS Medical Facilities" (CONMED)
- CONMED Re-examined the results of the '69 HQDA Study, "World-wide Organizational Structure for Army Medical Support" (WORSAMS)
- Both studies called for a Consolidated Medical MACOM to reduce redundancies and repair a fragmented system
- TSG directed an in-depth study of the Army Medical Department (Task Force Aesculapius, 1992-94)
 - Reduced OTSG staff and FOAs
 - Transferred operational functions to MEDCOM
 - Reduced C2 overhead
 - Dual-hatted TSG as CG MEDCOM
 - Aligned authority with accountability
 - Reengineered business practices



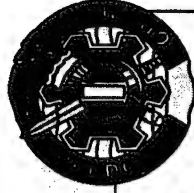
MACOMs Can Do, but ...

AMC



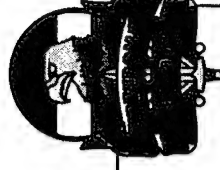
- No apparent value added - Disrupts integrated system
- Destroys single accountability for total medical mission
- Severs TSG's line of authority - Complicates acquisition process
- Assigns medical materiel development to nonmedical GO
- Complicates DoD/AMEDD medical logistics relationships

TRADOC



- No Compelling Reason to Transfer C&S to TRADOC
- Fragments medical community
- No obvious resource savings
- Would require additional resources to manage
- AMEDD & TRADOC work together-- already have MOA

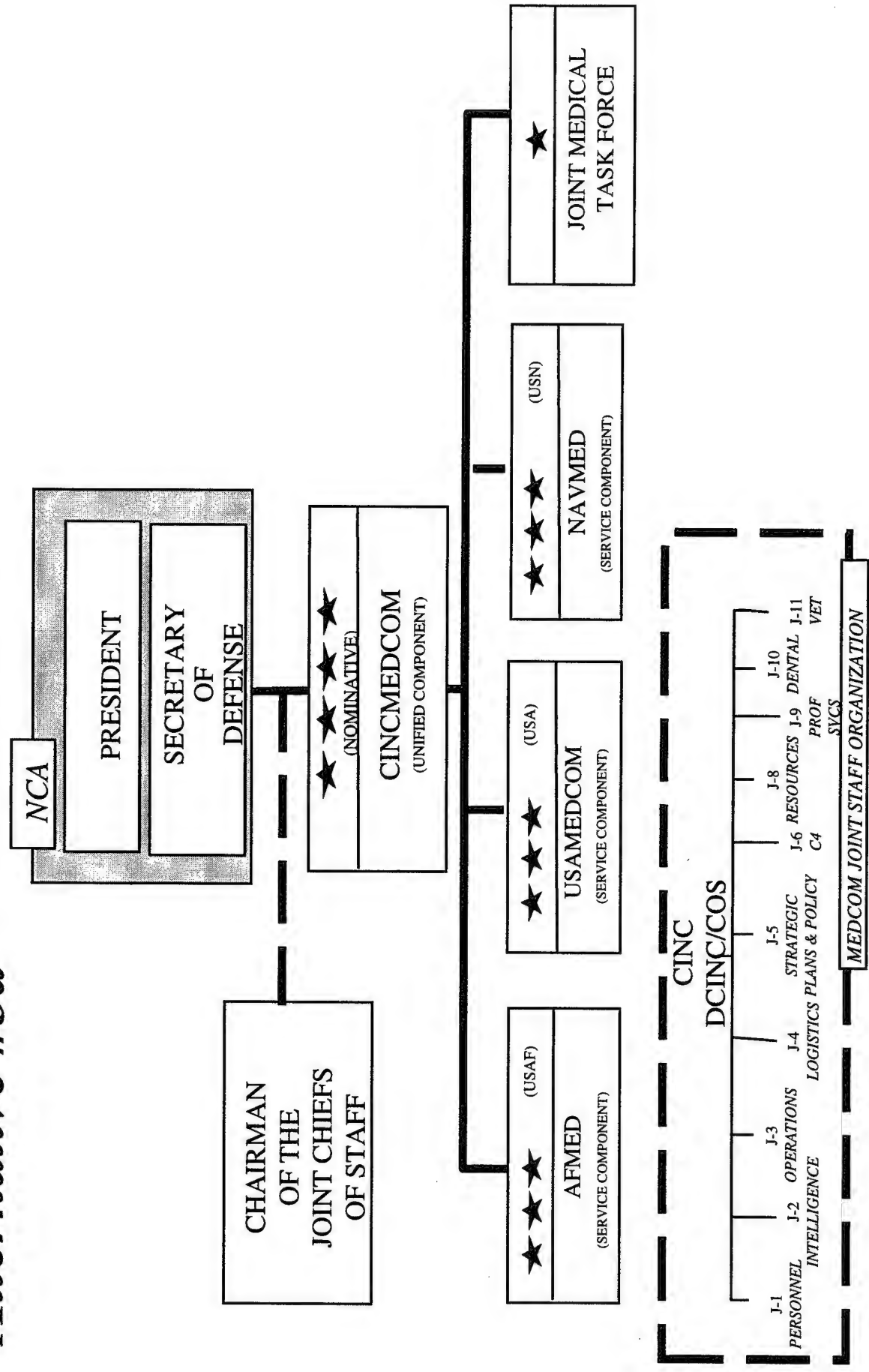
FORSCOM



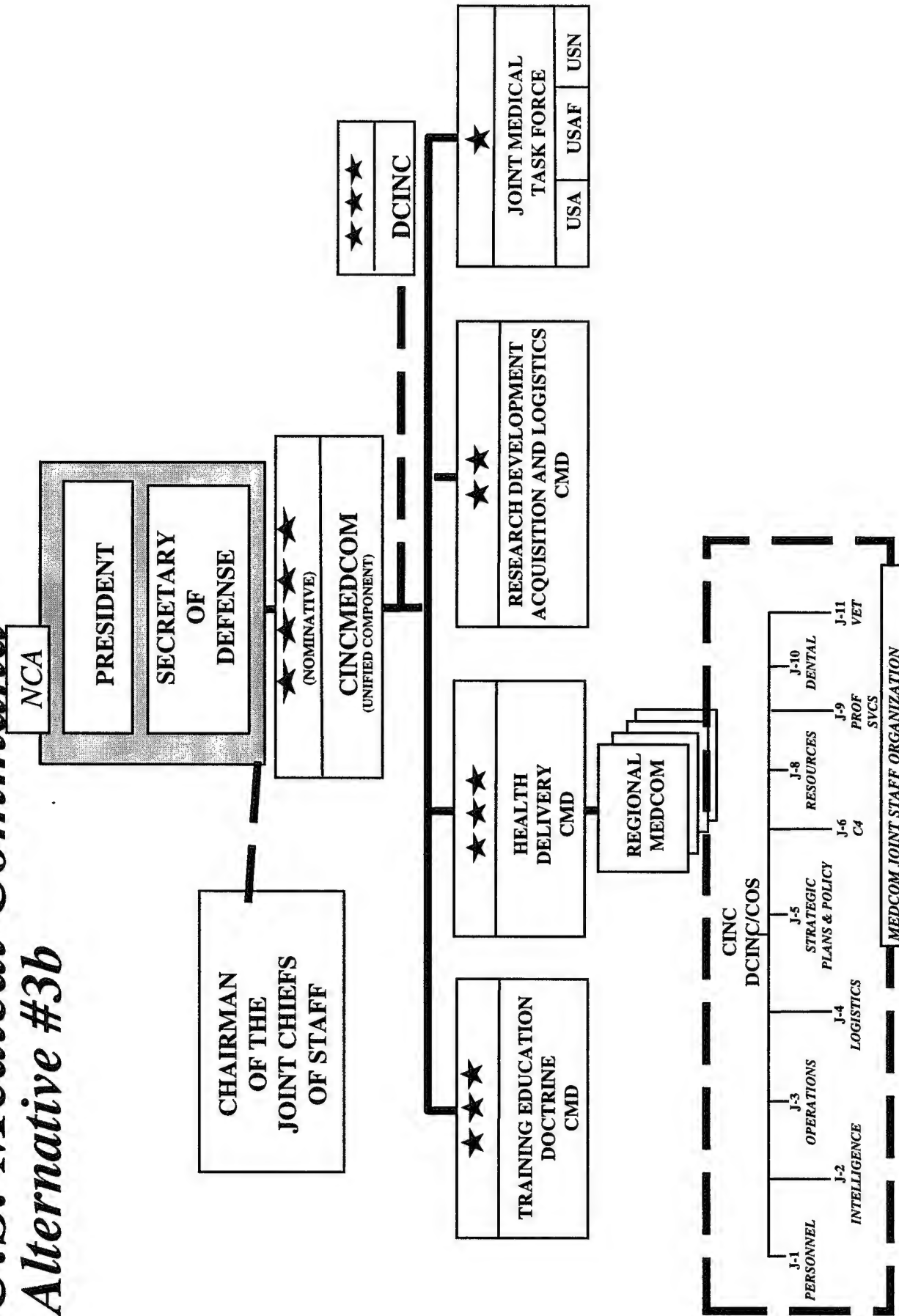
- Dilutes FORSCOM Focus & Span of Control
- Fragments Existing Health Care System
- Requires MSC for Implementation
- Destroys Synergy of Technical Aspects of the Specialty

U.S. Medical Command

Alternative #3a



U.S. Medical Command Alternative #3b



Alternative #3

Advantages

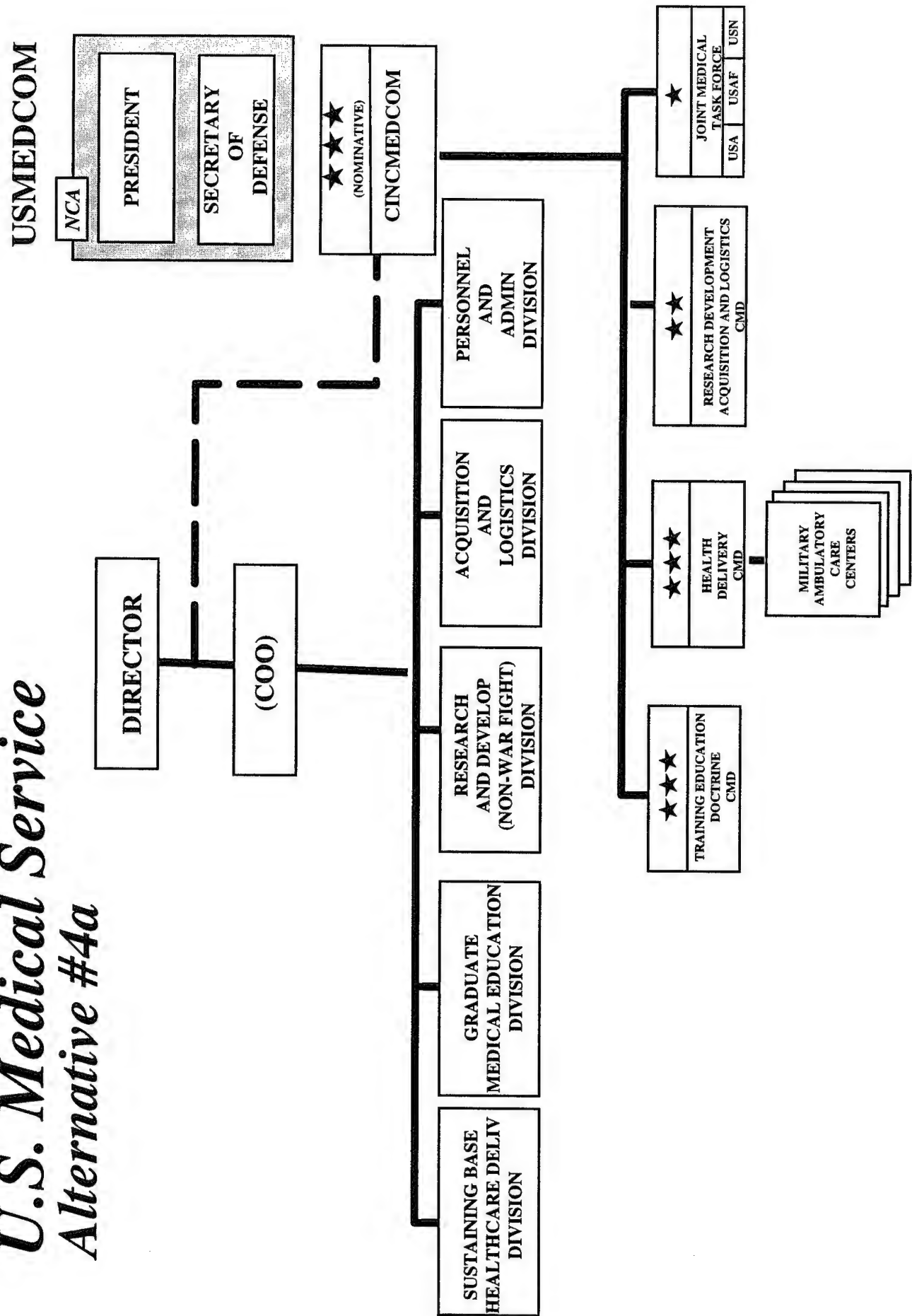
- Enhances Jointness and Readiness in Health Care Arena
- Enhances Health Care response to SSO and support to Civilian Agencies
- Single Military Manager of Defense Health Care System
- Consolidates Service Medical Activities
- Consolidation will result in Economies of Scale Savings and enhance Cost Effectiveness
- Eliminates Redundant Functions
- Allows ASD(HA) to focus on Strategic Issues

Disadvantages

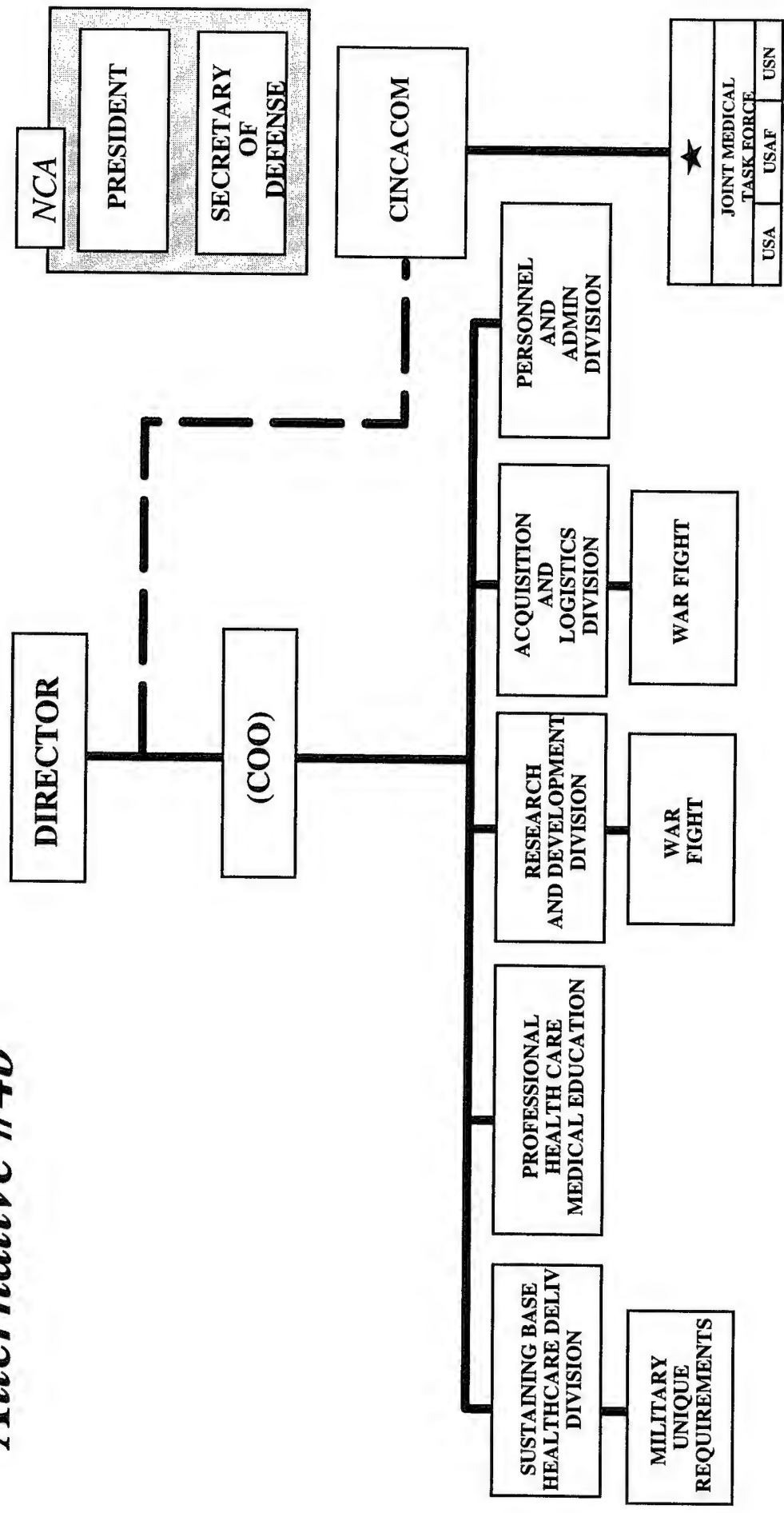
- Counter to Oct 1991 SECDEF Memo assigning ASD(HA) the Mission of executing DoD's Medical Mission
- Other Services opposed to Unified Command

U.S. Medical Service

Alternative #4a



U.S. Medical Service Alternative #4b



Alternative #4

Advantages

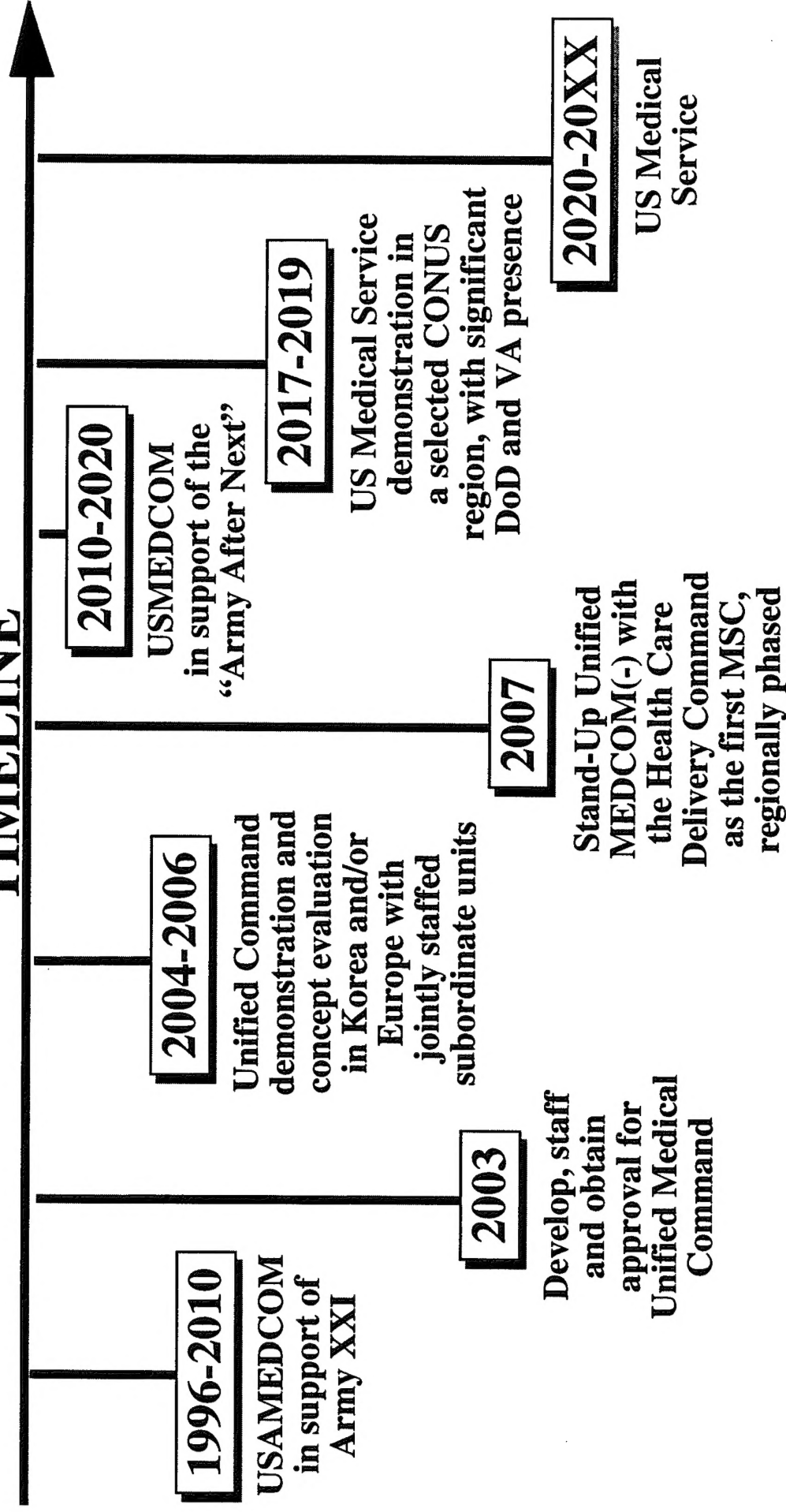
- Consolidates DoD and DVA, reducing Excess Capacity, resulting in Cost Savings
- Consolidation produces more effective Single System
- Single Source Graduate Medical Education
- Reduces Size of Service Surgeon General Staffs
- Reduces Size and Scope of ASD(HA)
- Improves Cost Effectiveness of Federal Health Care Delivery

Disadvantages

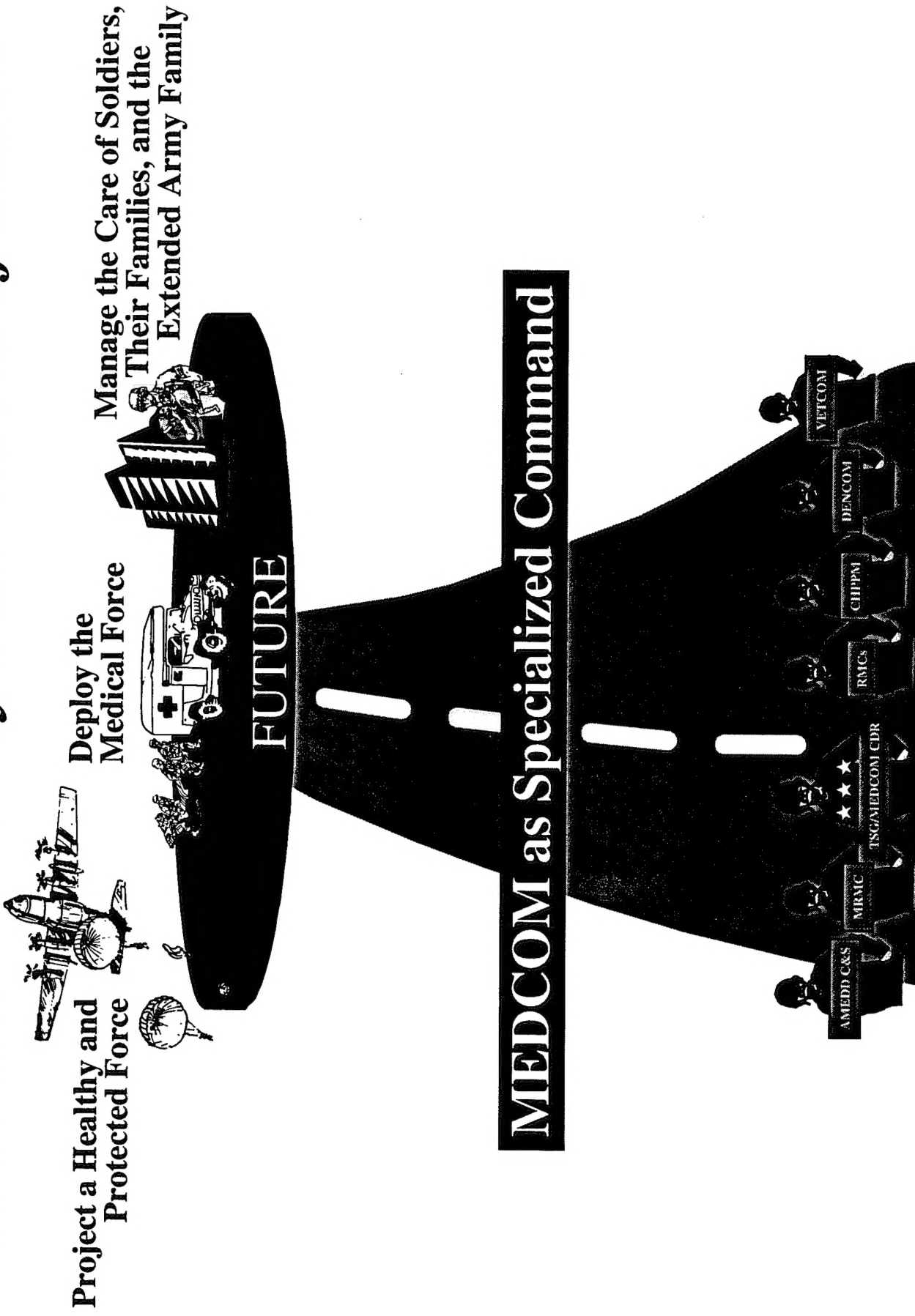
- Combines Two Distinctly Different Cultures
- Would require specific Cabinet Oversight
- Could lead to significant outsourcing of Nonwarfight Requirements
- Military Assets in the Sustaining Base would be integrated into a Civilian-Military Structure
- Dual Delivery Systems still in Operation -- One for Retirees, VA Beneficiaries -- One for Active Duty Personnel
- Deployment of Forces could create a Health Care Delivery Void
- Separates Sustaining Base Health Care from War Fight Health Care

Implementation Plan: Evolution of Medical Support

TIMELINE



Recommended Army XXI Course of Action



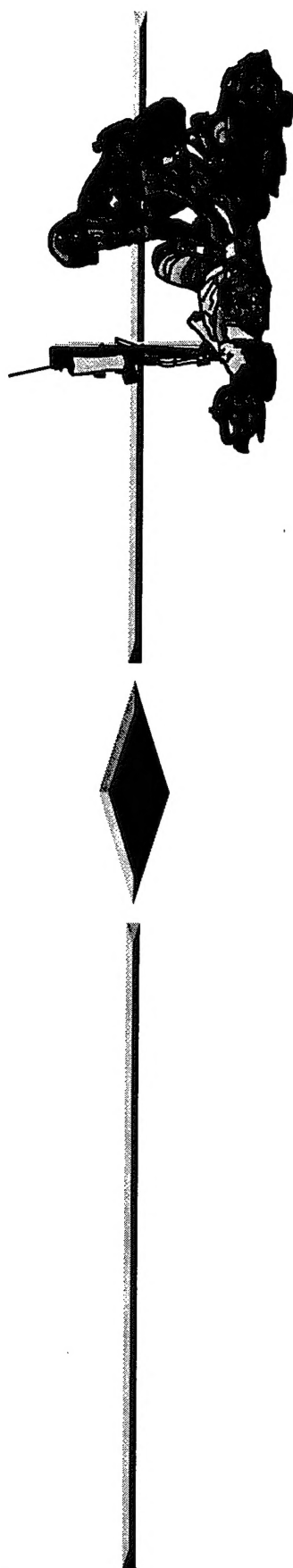
Recommended Actions



Support AMEDD Modernization & Sustainment

- Evacuation
- C4I
- Logistics
- Dental

Support MEDCOM as Specialized Command



“Healthy Soldiers and their Families” are our Credentials”



LTG Ronald R. Blanck
The Surgeon General, USA